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Supervisory Management

SEPTEMBER 1957

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By Albert Schweitzer

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VOL. 2 NO. 10 SEPTEMBER 1957

Supervisory Management

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LYDIA STRONG
Managing Editor

JOAN REEVES
Copy Editor

LEE STERN
Assistant Editor

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To Grow In Your Job—

Give Your Boss What He Needs

By James Menzies Black

THE RELATIONSHIP you have with your boss is a complicated one. You are part of his team. How well you do your work plays a part in deciding his reputation, for he is supposed to be able to choose good assistants.

No matter how casual it seems on the surface, you and your boss are on formal terms. He takes the lead, you follow. He makes the overtures, not you. It is your job to keep him informed about what you're doing. It's his job to tell you what he wants done.

Your boss needs a subordinate he can depend upon. He wants you to take responsibility and relieve him of detail. He expects you to accept an assignment and carry it out. You should know, as a good lieutenant, that he doesn't like to

be bothered with foolish questions. Naturally, you should go to him if, in completing a task, you need to check his opinion on a matter involving policy or requiring his personal decision. On important questions he does not want his people taking independent action without consulting him.

However, when you see him, be sure you have thought through the problem, that you are in a position to state it clearly, and that you can suggest an intelligent course of action. That way he has the opportunity to accept or reject your proposal. If it is sound, he'll probably agree to it. But whether he agrees or not, he marks you down as a man of initiative.

Sometimes, even though your suggestion is a good one, your superior may not be able to accept it. Maybe he doesn't even tell you why. Don't let that disturb you too much. Remember he has access to more facts than you and sees the broader picture. In a situation of this kind, don't go away mad. Try to see your problem against the wider background of your boss's problems. He's under pressure too —more pressure than you. You serve him best by understanding this and trying to help.

Yours is to reason why

Here is how a smart manager, responsible for a particular assignment, handled a situation that called for a decision he did not have the authority to make. Call him John Casey. He was director of industrial relations at a chemical company, and it was his job to negotiate the union contract.

Casey's management had authorized him to offer no more than six cents an hour in straight wage increases. He had permission to liberalize the pension and insurance programs. The total cost of the settlement could not exceed ten cents, the amount that would keep the company in line with others in the industry.

Negotiations were tough and tricky. For a time it looked as though there would be a strike. Then the union relinquished some of its original requests, but it still wanted ten cents across the board in raises, and it wanted the company to pay the total cost of the insurance plan.

Had John Casey granted these demands he would have gone beyond his authority. Naturally he had to see his boss, for a decision was needed—a decision Casey couldn't make. He explained the situation clearly and factually to his superior:

> The cost of what the union is asking is 14 cents. That's four cents more than we can give. It looks as if there'll be a strike unless we come through.
>
> I have an idea. I think I can persuade the union to eliminate the 15-minute afternoon rest period. That will save 1½ cents. I also believe that I can get a better transfer clause that will permit us to utilize our workforce

This article has been adapted, with permission, from *How to Grow in Management*, by James M. Black, © 1957, by Prentice-Hall, Inc.

more efficiently and reduce overtime in two of our departments.

According to the way I calculate, it should save us two cents an hour. I am also certain that I can get some other improvements in our production clauses that will cut costs. In fact, I may be able to recapture about two cents an hour through these changes, especially if I throw in pay for jury duty. That would hardly come to a tenth of a cent.

I have written out my recommendations. I have also included figures to show the savings they will effect. Briefly, I suggest that we give the union the ten cents an hour it wants and pay for the insurance program. On the surface this looks like 14 cents an hour. However, the savings will amount to about 5½ cents. In reality we'll be settling for 9½ cents or ½ cent less than we had originally anticipated.

If there is a strike I think it will last a minimum of six weeks, probably longer. I have prepared a chart that shows the cost of permitting a work stoppage to occur. It gives the expense of a three-week strike, a six-week strike, an eight-week strike. Please look this material over and let me know what the company wants me to do.

He gave the boss the facts. His boss made the decision. A few changes were made in Casey's recommendations, but essentially he got the green light. Why? Because he was prepared. What had he done? Just this:

1. He had outlined the problem.
2. He had a sensible recommendation for its solution.
3. He backed his recommendations with facts and figures.
4. He had considered objectively alternate approaches to resolving the problem.
5. He had data ready to back his reasons for rejecting them.
6. He was talking from facts and could answer even the most searching question on the subject.
7. He had submitted the pros and cons of the argument.
8. He demonstrated that he had thought through the problem.
9. He was cool, logical, and objective.
10. He gave his boss all the background information he needed to make an intelligent decision.

You must exercise initiative. Suppose Casey had simply told his superior what the problem was and had asked him what to do about it. He would have been a poor assistant who was making his boss do his job. The latter would have been put in the position of making the decision and doing the detail work leading up to it. Casey would have been taking the robot's way and letting his boss do his thinking for him.

The robot is all right on a mechanical job, but he never gets promoted. To advance you must think for yourself. Certainly Casey's management may have rejected his entire proposal. Then would all that work and planning have gone for nothing? No, not at all, since in any case Casey would have gained valuable experience.

Don't be a bore

It is your job to keep your boss up to date, but this doesn't mean

you are expected to tell him every little thing that happens.

A plant manager remarked once in turning down a luncheon invitation with a friend, "I can't make it. Bill Harvey is coming in this morning to make his departmental report. I probably won't get away from the office before three this afternoon. I'd like a rain check."

Later the two men had lunch. Over coffee the plant manager pushed back his chair and got something off his chest.

"That darned Harvey!" he said. "I dread having to talk to him, he's so long winded."

"Why don't you tell him to cut it short?" the friend wondered.

"Don't think I haven't," replied the plant manager, "but it doesn't do a bit of good. Harvey is a good man, but gosh! He's a bore.

"Take the other day. Harvey solved a bad snag on the new process. Important, too. But it took him over an hour to tell me about it. He gave a play-by-play description of how he went about it: the things he tried that didn't work, the conversations he had with the engineer, the comments his men made. The weather had played a part in it, and that led to comments on weather in general—which reminded him of a conversation he'd had with his nine-year-old daughter at the beach last year. He told me where he was going to send his son to college and what his son thought of college football. Well, by the time he was through I was so annoyed that it was actually hard for me to congratulate him on doing a fine job.

"I have talked to him until I am blue in the face about getting to the point. But hurrying Harvey is like telling a glacier to get a move on."

Don't take up your boss's time needlessly. Harvey's fault is an easy one to fall into. Think of how you feel when one of your men is going on and on about something when you have other things to do. You want to say, "Do it any way you like. Just get it done."

You probably don't, for you don't like to be rude. Then, one day, he goes too far. You blow your top. You regret it afterward, but you feel he's forced it on you by taking up your time with insignificant matters.

To your boss your problems may be minor worries. He has problems of his own. The better you are able to solve yours, the more help you are to him.

Tell him how and why you do a thing, but don't pop into his office every fifteen minutes to give him a running account of what you're doing.

Keeping your boss informed

There are two basic ways of communicating. One is by talking, the other by writing. When you give an oral report think through what you are going to say before you begin to talk. In an interview with your boss, it's a good idea to jot down

the items you want to cover on a scrap of paper. Refer to it. That way you make sure you won't have to come in a little later with a conversational footnote that you forgot about in the original discussion.

The good leader knows that language is used to convey ideas. He's articulate. He doesn't wander away from the subject at hand or become distracted by side issues. He makes certain that he has at his command the words he needs to explain and sell his ideas. If you can't express yourself you're handicapping your future.

In writing or talking, say what you've got to say quickly and accurately. Suggest a course of action if the situation demands it. Be prepared to answer questions on your proposals. If your boss wants to explore the matter further he'll let you know. But let him make the move and you'll find that you see more and more of him. He is no longer afraid that he's entertaining Sitting Bull.

Know your boss's job

Don't always wait to be told what to do. The alert manager is keenly aware of his own responsibilities and knows that his most important duty is to relieve his superior of tedious detail. He understands his superior's over-all responsibilities and how his job fits into them. Then he sees his own job in its proper perspective.

Your boss need not be an expert in each phase of the jobs he supervises, but he must have a broad general knowledge of them. Possibly he doesn't know everything about your field, but he must know enough about what you're doing to set your objectives, to tell you what he wants you to accomplish. And you've got to know enough about his job to appreciate his problems.

To help your boss and to help yourself, you must broaden your outlook. The greater your knowledge of related fields, the more suitable you are for promotion. As you gain in knowledge, it will show in the recommendations you make, and the way you do your job. You will have a greater appreciation of the activities of others.

Your boss doesn't want you to do his job. He wants you to do your own in such a way that his becomes easier. He wants you to be able to work without close supervision, to be resourceful and self-reliant.

The capable subordinate has such an awareness of his superior's needs and methods of operation that he anticipates what is expected of him. But he always makes certain, on any matter of policy, that he is reflecting his boss's opinion, not his own. He realizes that when he makes a recommendation his boss accepts and passes along to higher managers, his suggestion becomes his boss's recommendation. If the boss is the right kind of man,

he'll see that the proper people get the credit. But let him give it. Never try to take it by getting word around him that his proposal was really your idea.

Trying to do your boss's job is dangerous. It cost the vice-president of a heavy-machinery company his career. The president of the firm was ill and could not be at the board-of-directors meeeting which was scheduled for the following week. So he called the vice-president to his home and requested him to represent him at the meeting. Carefully he explained what he wanted done.

"The most important thing is the budget. You won't have any real trouble on that score, but old Mr. Withers is dead set against more expansion. He thinks there'll be a depression. I don't, and have included a large appropriation for further growth. The board will approve the appropriation. Whatever you do, don't get in an argument with Withers."

The vice-president went to the meeting all right, and presented the budget just as his president had instructed. Right on schedule old Mr. Withers got into the act. And here's where the vice-president made a mistake. He had prepared an alternate budget on his own initiative and he recommended it as a compromise. He thought he knew his boss's job so well he could do it for him. The revised budget almost passed until one of the directors, realizing the possible consequences, moved that the meeting be adjourned until the president had recovered.

When the head of the company heard what had happened he was furious.

"A man who has so little judgment cannot be trusted in your position," he informed his subordinate. "Your orders were not discretionary. Had I wanted you to do my thinking for me I would have said so. I believe you will find a more fertile field for your talents somewhere else and I suggest you resign."

Don't make your boss lose face

Remember your superior is just that—your superior in management. He's not accountable to you nor does he have to explain his actions to you.

Don't back him into a corner. Maybe he has agreed to accept a suggestion you have made. Then a little later he reverses his position. When this happens you can certainly ask why. But if he gives you a vague answer, let it go at that. Don't pound away at him like a district attorney working for a confession. Perhaps the plan was knocked down by top management and he doesn't like to admit it. Perhaps he has reconsidered and for reasons that are nebulous or hard to explain he has decided to postpone action. Later on he'll probably call you into his office and give

WHAT YOUR BOSS WANTS FROM YOU

This test will help you measure how you shape up as a good subordinate. Grade yourself ten points for each question you check "Yes." To be a first-rate "second" man you should score at least 70.

1. Have you the ability to organize your work and the activities of your department? Yes____ No____
2. Do you face thorny problems realistically and decisively? Yes____ No____
3. Do you seek constantly to improve your ability? Yes____ No____
4. Do you plan your time wisely and intelligently? Yes____ No____
5. Do you keep your boss well informed on the progress of your work? Yes____ No____
6. Do you have the ability to follow through? Yes____ No____
7. Do you do your best to encourage team effort and departmental harmony? Yes____ No____
8. Do you refrain from intruding needlessly on your boss's time and bothering him with petty details? Yes____ No____
9. Do you try to improve your knowledge of what other supervisors are doing and learn how their work is related to your own? Yes____ No____
10. Are you able to plan your activities on both an immediate and a long-range basis? Yes____ No____

you the story. But let him do it his way. Don't try to pry it out of him before he is ready.

Don't trap him into admitting a mistake before other people. It may make you look good for the moment, but it hurts in the long run.

Think before you speak. If you're with him at a meeting and he is speaking of a program as if it were in the planning stage when you know that it is essentially completed, don't break in to say how much progress has been made. Possibly he has a reason for what he is doing. Perhaps he is trying to sell others on the plan and doesn't want to admit that it is so far advanced.

Don't grab the limelight. No smart manager takes the stage away from his boss. Instead he devotes himself to making his superior look good.

If a man becomes an outstanding success, other people realize that he has surrounded himself with a tip-top staff. You build your own prestige by building up your boss.

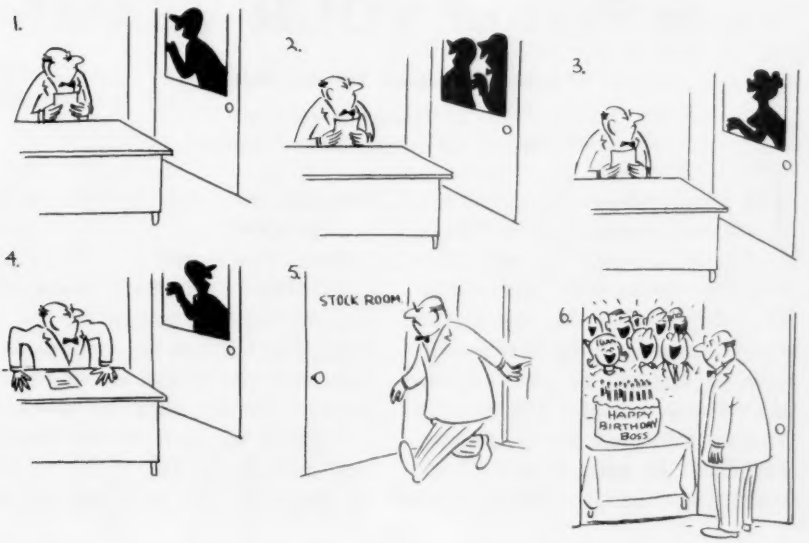
He appreciates it, and since you are not competing, he gives you credit for what you do. But if you try to outshine the man you work for, chances are he'll cut you down to size. The only way you can be an *I* guy and get away with it is to be indispensable, and there are very few indispensable men around.

So if you constantly step in front of your boss in your desire for recognition, you are building trouble for yourself. This brought a comeuppance to a public-relations man for a manufacturer who had just moved to the Midwest. This man had been asked to supply a speaker for a community meeting on new industry in the area. Without clearing the matter with his superior, he decided to appear himself.

His boss had been angling for just such a chance to talk to the people of the community. And when he discovered, too late, that his P.R. man had grabbed his opportunity right out from under him, he lost all confidence in the subordinate. The next time an opportunity for promotion came up, the P.R. man was bypassed.

How you look from above

So you see, your boss looks on you in an entirely different way from your associates and the people under your direction. He bases his judgment of your performance on the same facts that they do, but he sees you from a different angle. He's looking down. To be a "whole" man you must look just as good from above as you do from the side and from below. ♦



The Company Doctor . . .

. . . is Part of YOUR TEAM!

By Jean Spencer Felton, M.D.

Professor of Preventive Medicine
University of Oklahoma Medical Center

JOE BRADFORD, machine-shop supervisor, boarded the company bus at Area G. He had been swapping notes with the driver about the weather, the fishing, the local headlines. At the next pickup point Dr. Rigdon, the plant's medical director, swung aboard. He grunted at Joe, sat down, and buried himself in some papers. Bradford asked himself, "What's with that guy? Who does he think he is —a big wheel?"

Poor "Doc"—and he liked to be called "Doc"—didn't know how Joe was reacting. He thought he ran a pretty fair show in the medical department, tried to give service to the employees—but when he checked his figures, he knew he was seeing only a small minority of the people at the plant. He wondered as he

glanced at Joe, "Why don't any of his boys use the dispensary?"

The bus aisle that separated Joe and the Doc might as well have been the Grand Canyon. Neither man had ever tried to get close to the other, to understand what his job was or what he was trying to do.

Joe, like many good supervisors, felt that those people down in Medical—the doctor, the nurses, the gals in the lab—had pretty soft jobs, sitting around in bright white, never exposed to the noise, the dirt, or the heavy work of the plant. But Joe knew also that he really hadn't put himself out very much to work with the doctor, or to help the boys in his shop understand the program.

George Gates over in Sheet Metal thought Medical was O.K., and Sheet Metal had a better record than Joe's department on accidents and absenteeism. What was the difference? Where was the answer?

What's the medical department for?

Industry throughout the United States has invested heavily in doctors and medical departments, whose mission is to preserve employee health. This is accomplished by some departments; others miss the boat. Despite their good training and good intentions, some doctors find that nobody in the plant uses their services, except when forced to by company rules. The fault? *Acute fractures of communication* between the medical department and the supervisors. Before the breaks in communication can be mended, some mutual understanding must be reached.

The author, former medical director of Oak Ridge National Laboratory, suggests how you can get the most help for your department from the company's medical services.

First of all, what is the medical department set up to do? Dr. Leo J. Wade, medical director of the Esso Standard Oil Company, says "the primary objective of the medical department should be to maintain, conserve, and improve employee health so that each employee may continue as a productive, self-respecting, happy worker for the longest possible period of time."

Preventive medicine

Note the words "happy worker." Happiness is not confined to one's first romance. It can be found also in being useful, productive, effective; feeling and knowing that one is a part of an important undertaking, alive in a worth-while way. With this view, it's easy to see how the plant physician can contribute to the happiness of employees.

A large part of his job is *preventive medicine*. This isn't giving out pills to cure diseases, or operating on a fellow's appendix, or carrying on a five-year conversation with a patient on a couch—those are all *curative medicine*. In

preventive medicine there are, for example, vaccines and serums which protect you against smallpox, typhoid fever, tetanus, diphtheria, whooping cough—and now polio. Those who were in the wars will remember additional measures against plague, yellow fever, cholera, and influenza. Then, of course, preventive medicine has been active in the cleaning up of water and food supplies, in the development of insecticides, in the elimination of malaria.

But today, preventive medicine is even broader. It concerns itself with helping people to live with their disabilities—for example, helping a diabetic to avoid the complications of his disease, and helping a heart patient to live and work within his capacities. With our aging population, this function of health maintenance and health conservation is an important job of doctors in industry.

This is the modern row that the Doctor Rigdons are trying to hoe. One way they do it is by examining job applicants and matching their capacities for work with the needs of the particular jobs they are seeking. In this way, many people with disabilities—those suffering the effects of polio, amputations, blindness, or hearing loss—can carry on effective, profitable employment. Further, the plant doctor may re-examine personnel periodically, and advise them about his findings.

He does more—watches out for health hazards in the plant, spots people with emotional upsets, treats employees injured on the job, and does a good deal of health counseling.

This is a thumbnail sketch of the work done by the industrial doctor. But he can't do his job fully or well without the help of the supervisors. That's where better lines of communication are needed.

Opening up communications

How can the abilities of your plant physician be turned into benefits for your workers? What can the supervisor do, and what are his responsibilities? Funny thing—probably nobody has ever mentioned such responsibilities. In production, scheduling, maintenance, time records, cost accounting, safety—yes. But in furthering industrial medicine? Sounds like a tall order. Yet there are things even a busy supervisor can do to get health benefits for his people. And only the supervisor can do them, because they concern matters that are known to supervisors, but not to doctors.

Company doctors got their professional training in medicine, not in industry. They're at home in a hospital—but in the plant, they may not be able to tell a milling machine from a paint-spray booth. A supervisor does know his way around the plant, and he can share this information with the doctor. Why not invite your medical direc-

tor out into the shop some day? Have him meet your men. Stick some safety glasses on him and show him around. Tell him what goes on. Explain the jobs. He's seen Pete in the dispensary with cuts on his fingers, but he has never actually seen the machine that did it. This can mean a lot to the doctor and to Pete when they discuss how to prevent future injuries.

Show the doctor where the men wash up, where they eat, where they relax at noon.

That's just the beginning. You've whetted his appetite, and he'll be more comfortable the next time he visits your department, because he knows his way around.

If he does not come back on his own, you might call him next time you have a problem. This time, give him a closer look—introduce him to the new people—he may remember them from their preplacement examinations. Let them show him what they're doing. Then, as you walk around, you may ask about some materials the boys are working with. Inquire whether the new solvent is dangerous—and if so what precautions should be taken. Or explain that you tried to get some better lights put in, but Engineering must have filed the work order along with some undiscovered Dead Sea Scrolls. Maybe Doc can put in a telephone call to hurry them along. Good illumination, health, and production go together, so it's a logical assist.

Thus the team is formed of management and medicine. A physician does a better job when he can go from desk to shop and see how the men spend their working hours. If he feels wanted, he will come back frequently.

Health education

Now, you've become genuinely interested, and you're going to get as many benefits for your group from the medical department as you possibly can. You know that the doctor runs a health-education program. You've seen his posters, you've glanced at the pamphlet rack in the dispensary. But they leave you cold.

There are leaflets on frostbite and right now you're lucky if the temperature stays below 90. Then there was that poster plugging good housekeeping, with some sweeper raising dust higher than corn in Iowa. In your shop, nobody would be allowed to spread dust like that. So, how do you get the idea to the doctor that the boys want more practical information? You might just tell him the men in the department think his posters are off the beam, and that some of the words in the pamphlets are too long. Or even more usefully, you might ask the doctor to speak to the group about your departmental problems.

Let's say you have your regular safety meeting, and you've knocked off a discussion of the few minor injuries that month. Wouldn't this

be a good time to ask the men what they might want Doc to talk about, if you invite him to the next safety meeting?

Somebody says, "What about the lead we've been working with?" and another thinks it ought to be about first aid for vacations, and a third wants to know about bronchial trouble—he had an aunt who came near to dying with it. So they vote for "lead," and you ask Doc if he can come by in a month's time and talk about lead.

He says the date's all right, but "Look, give me an angle. What's bothering the men?" You tell him about a rumor around the shops recently, that if you work with this stuff, it will make you sick. Your doctor realizes this is important. If the men continue to believe it, morale, efficiency, and production will all be shot. So, on the set date, Doc comes prepared to present the facts and answer all questions. He does, and the men feel better, knowing the new compound is safe.

What was accomplished?

What has happened to your men by now—after several months of such programs? They know the doctor as a friend, someone who's interested in them as people. He sees Paul, who had asked him about the stomach pain his wife had a week before. Now, Doc follows up—"Did you take your wife to see Dr. Dutton?" and soberly Paul reports that surgery was advised, and he's worried. Doc asks him to stop by, and when he does he'll explain the proposed operation, try to relieve some of Paul's fears.

What happened up in the dispensary when the doctor became closer to the men out in the plant? The boys didn't hesitate any more about reporting their minor injuries. When they went to Medical, they got the facts about what was the matter with them.

Furthermore, if the men had a complaint about the medical department, they didn't just grouse around about it during the smoke break, or kick it back and forth among themselves at the cafeteria. They came out and told it to the doctor, talked it over, straightened it out.

Then some of the foremen asked Doc about helping them with less obvious problems: how to recognize a fellow who's upset, but isn't showing it much; how a man acts when he's worried about something at home or on the job.

The doctor called the foremen together and they talked about the three R's: recognition, reassurance, and referral. In other words, how to recognize someone under pressure, how to reassure him against unjustified anxiety, how to refer him to the medical department so that he'll accept help. This helped all of them to be better foremen. They no longer felt that when a man's production slipped, firing him was the only answer. They looked for

the reasons—not just those on the surface, but those that might be covered up. They learned how to let a man talk things out, how to listen, how to know when expert help was needed.

It could happen to you

This is what happened in one plant, when the foremen and the medical director got together. It could happen in any plant having a full-time doctor or medical department. The doctor was asked to come out into the plant. He learned, the foremen learned. They got to know him as a real person who wanted to help. They met; the foremen talked things over and fed him ideas; and a better plant resulted.

The doctors and foremen became a team, with one objective, one goal. Both worked at it. Both won.

The moral of this story?

Don't just wait for the medical department to do something. Take the problem to them and work it out together. You'll all do better, physically, mentally, emotionally—and probably financially.

Try it in your department. It could work. ♦

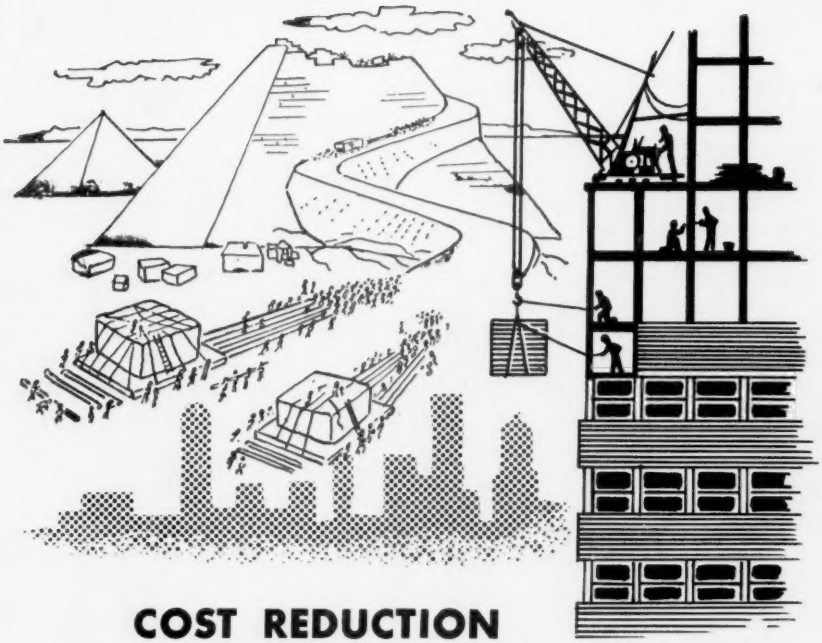
"Fix It up and Sign My Name"

BOSS TO NEW STENOGRAPHER: "I've fired three girls for revising my letters. Now take a letter and take it the way I tell you."

The next morning, Mr. O. J. Squizz of the Squizz Soap Co. received the following letter:

Mr. O. J. or A. J. or something, look it up, Squizz, President of the Squizz, what a name, Soap Company, Detroit, that's in Michigan. Dear Mr. Squizz, Hmmm. You're a hell of a businessman. No, start over. He's a crook, and I can't insult him or he may sue me. The last shipment of soap you sent us was of inferior quality and I want you to understand—no, scratch that out—I want you to understand—Hmmm—unless you can ship—furnish—ship, no, furnish us with your regular soap, you needn't ship us any more, period or whatever the grammar is, and pull down your skirt. This damn cigar is out again. Where was I? Paragraph. Your soap wasn't what you said—I should say it wasn't. Those people tried to pull a fast one on us. We're sending back your last shipment of soap tomorrow. Sure we're going to send it back. I'd like to feed it to them with a spoon and make them eat it, the so-and-so's. Now read the letter over—no don't read it over, we've wasted enough time on this already. Fix it up and sign my name. What do you say we go out to lunch?

—*Bank of Montreal Magazine*



COST REDUCTION *through* BETTER MATERIALS HANDLING

By Allen K. Strong

Head, Material Handling Section
American Cyanamid Company

A GOOD MANY PEOPLE think of materials handling as the loading and unloading of common carriers, plus a portion of the work involved in moving things into and out of the manufacturing process.

Actually, materials handling means much more than that. It exists wherever any substance in any form is moved and stored, beginning with raw material from a mine, quarry, or other basic source and continuing into and through the manufacturing process, into storage, and then out of storage into distribution channels to the ultimate consumer. In many industries, about 25 cents of the payroll dollar is spent just for moving things around.

People move material into the plant, unload it, warehouse or stockpile it, then move it again to process. Frequently they move it several times between operations, between buildings, and even between plants before it is ready for final shipment to the customer. And, when the order is ready to be filled, they move its component parts out of stock storage into packing and shipping and then into the carrier.

By the use of a little ingenuity and the application of a few basic principles, as much as half of that handling figure can be saved; for many companies this would amount to one eighth of the total payroll.

Here are some fundamental approaches to improved materials handling.

Pinpointing actual costs

The first problem is that of costs. What does it now cost to move material into, through, and out of the plant or department? The chances are that the handling costs of receiving and storage are buried in the over-all figures of the department. No one can even guess, without much checking, what portion of the total figure is unnecessary handling. Nor is there any way of knowing whether the present handling cost per unit is better or worse than that of a year ago. The same applies to handling-in-production cost. Here many handling operations are a part of the machine-operator's job and are buried in the piecework rate. But if an attempt is made to break down one job into its component elements, it will probably be discovered that many handlings are interrelated, and that some are unnecessary.

For example, an operator picks a part off the floor and places it in his machine to perform an operation. He does so because the part was placed there by a trucker or the operator on the previous job. Could it have been placed more conveniently? An over-all study of the handling of that part may be a revelation.

The proper breakdown of the cost picture will pinpoint these all-important segments, and as improvement are made, the results will be seen in reduced operating costs.

Here are a few examples of equipment that will help reduce handling costs:

Suggested improvements

Carriers and conveyors: In quarry or surface-mine operations, the rubber-tired carryall with a capacity of 15 to 20 cubic yards may prove vastly cheaper and more flexible than a narrow-gauge railroad. If the movement is between two fixed points, in one direction only, a conveyor may be the answer.

For coal handling, the barge unloader handling several hundred tons per hour, coordinating with a few pneumatic-tired self-loading

carriers, can pile and pack at very low cost. Recovery is possible with the same equipment moving at high speed, taking a light cut. For the medium or small operation, the portable car unloader and stacking conveyor are ideal. Recovery by shovel truck is now commonly used.

Bulk-handling devices: In receiving and warehousing operations, bulk materials may be handled mechanically or by air out of the common carrier into storage and from storage to process. Here volume determines the amount that can be spent to handle the material. Remember that the saving of bulk over bags is equal to the sum of the container costs, plus savings in labor at each end of the haul. This may amount to $5 per ton. Out of this saving, the proposed bulk-handling equipment must be bought, maintained, and operated. The greater the volume, the more dollars there are to play with. Liquids received in drums may be handled in bulk if there is sufficient volume and the characteristics of the material will permit it.

Fork-lift truck and pallet: For receiving and handling miscellaneous materials in drums, bags, cases, or carboys, the fork-lift truck and pallet are flexible. They permit good use of "air rights" in every storage area by stacking. For unusual shapes, there are many attachments for the highly versatile fork-lift truck, such as:

1. *Rams,* for coils, castings, gears, wheels.
2. *Clamps,* for boxes, bales, rolls, and even bags.
3. *Revolving heads,* to lift and dump a container.
4. *Crane arms,* for castings, shapes, motors, small machines, and general maintenance work.
5. *Special forks,* for brick and building block.
6. *Scoops,* for bulk material.

This equipment is useful throughout the plant. The extreme flexibility of these units, if properly equipped, is amazing. There are pneumatic-tired trucks rated from 2,000 to 18,000 pounds' capacity for yard work where the road conditions do not permit solid tires to travel.

Straddle truck: Another work horse in this field is the straddle truck, which can carry loads up to 30,000 pounds at 30 miles per hour. One metalworking plant increased production over 15 per cent by moving all reserve stores to a vacant lot half a mile from the plant. Additional production machines were installed in the space thus provided, and a two-hour cushion was scheduled ahead of each machine.

By using special chain slings and bolsters, bar stock is handled in the same way as lumber. Small parts may be moved in skids. Drums may be moved on pallets. The only drawback to this type of truck is that it cannot stack loads.

New stacking aids: A useful device in the stacking field is a truck,

designed for loads of 2,000 to 4,000 pounds, that requires an aisle width of 6 to 7 feet instead of the 11 to 12 feet normally used by the full cantilever-type fork truck. This reduces aisle requirements by 40 per cent. At present building costs, this item may be worth its weight in gold.

Some material of odd shape will not load or stack well on regular pallets. For this problem, there are many styles of tote boxes in which parts can be stacked or nested. These boxes, in turn, may be grouped in a steel storage rack, available in many sizes. The racks form a unit load for handling and stacking with fork-lift equipment.

Miscellaneous equipment: Steel bottom-dumping skid boxes are also available. Some may be mounted on a stand to act as a feed hopper for small parts. These items reduce the manual handling usually found in regular piecework rates.

For an assembly-line operation, there are many types of overhead conveyors. Some carry the load continuously; others provide "power and free" or dead-siding service, where a unit may be shunted without removing the load from the car.

When it is necessary to synchronize two conveyor units, a simple electronic device is available for accurate control of AC motors.

For localized lifting, to reduce human effort, there are small cranes of the jib and bridge type, suitable for one-man operation. These are low in cost but important in time and energy savings.

For yardwork, there are crawler or rubber-mounted industrial cranes in various sizes which are compact and effective for a variety of jobs.

The small gas-driven car mover (trackmobile) has been operating successfully in many plants, replacing or supplementing Diesel locomotives in car-shifting operations.

The fork truck serving as a tractor, drawing several trailers as burden carriers, is setting new records in cost cutting. One man—single-handed—can move, load and unload, and deliver to point of use "palletized" loads of supplies that formerly required two or three conventional motor trucks each manned by two or three people.

By the use of two-way radio, in-plant and interplant service can be greatly increased. With coded location charts in the dispatcher's office, an effective stock control can be maintained as a by-product. The two-way radio has consistently increased plant fork-truck performance from 40 to 45 per cent busy to 85 to 90 per cent busy.

Improved methods of materials handling can also effect savings in the cost of shipment to customers. Palletized shipment is one plan that offers gains under certain conditions and in certain areas.

Design of new facilities

In the design of new plants, warehouses, and other facilities, materials handling presents a special point of view. It can be a guide in matters of location and layout

and in the selection of methods and equipment that will yield a lower cost per unit of product instead of a low cost per cubic foot of building space.

Take such items as dock height for trucks. Modern semitrailers require a dock surface at least 50 to 52 inches above the road grade. They also require an apron approach extending 80 to 100 feet beyond the dock face to facilitate in-and-out travel.

A tractor-trailer van with a 32-foot body is capable of only minor manipulations. A poorly arranged dock approach wastes time, too, because the shipping crew may be waiting while the tractor drive maneuvers around yard hydrants, other trucks, and obstructions.

Within the plant, correct column spacing can create unobstructed aisles without wasting storage space. Pendant lights, piping, and unit heaters should be placed high enough not to interfere with operating areas. Elevators should have sufficient capacity for a loaded forklift truck, with space enough to handle the truck and load.

Buildings should have a floor-load capacity for handling safely a loaded 4,000- or 6,000-pound-capacity fork lift and storing materials stacked at heights to utilize the cube that has been provided.

These are some of the ideas that may be used in reducing costs. It may go slowly at first; but, properly worked out, the program will follow these principles:

Guiding principles

1. Materials-handling problems are everywhere. No department or area is exempt. No type of business is "different."
2. Look to other industries for ideas and equipment to help solve a problem. For example, construction equipment, such as the bulldozer and the self-loader, will handle coal, limestone, and some chemicals as effectively as it does earth.
3. Make full use of every good idea. Many times, the man on the job can offer an idea that no one else ever dreamed of. Give him a chance to talk about it and give him full credit if his idea is used.
4. Keep abreast of what is new. Merely knowing that certain basic equipment exists doesn't solve problems; but, by keeping up with the latest and best in those equipment lines, you can better answer each problem.
5. Use standard equipment where possible. If the job becomes obsolete, there will then be standard usable equipment, instead of white elephants, for salvage.
6. Keep methods simple. The complicated ideas are complicated because no one has given them sufficient thought.
7. Know the future of each product or process before spend-

ing many hours in developing improvements. Working on a project that may be shut down six months later wastes time and talent.

8. Establish a definite equipment-replacement policy. Mechanical equipment has no feelings. If it isn't paying off, it can be retired to the scrap heap by a simple bookkeeping entry.
9. Don't consider that all materials-handling problems of the plant or department have been solved because a consultant was called in to do this several years ago. He probably did solve many of the problems in the light of information available at that time, but have processes and materials remained unchanged? Probably not. Certainly there have been major developments in materials-handling techniques and equipment, and even more important developments are still ahead. ♦

Fishhooks and Bait

EVERY GROUP, sooner or later, acquires its own special vocabulary, and labor is no exception. Here's a handy glossary of some of the more colorful terms in labor language, as compiled by *Steel* magazine:

Bait—A weak grievance case kept in the procedure for trading purposes.

Bogey—Limit on output informally maintained by employees.

Doughhound—Eager beaver who accepts any overtime rate.

Dualist—Union member whose views run counter to the official ideas in the union.

Fishhooks—Qualifiers, conditions, prerequisites in a contract.

Having knee pads on—Appeal for mercy or equity when reliance on contract fails.

Missionary—An employer's agent in the union who warns members that a strike will fail.

Pork-chopper—Full-time union employee; usually means business agent of international representative.

Prying up loose boards—Attempting to take advantage of a loophole.

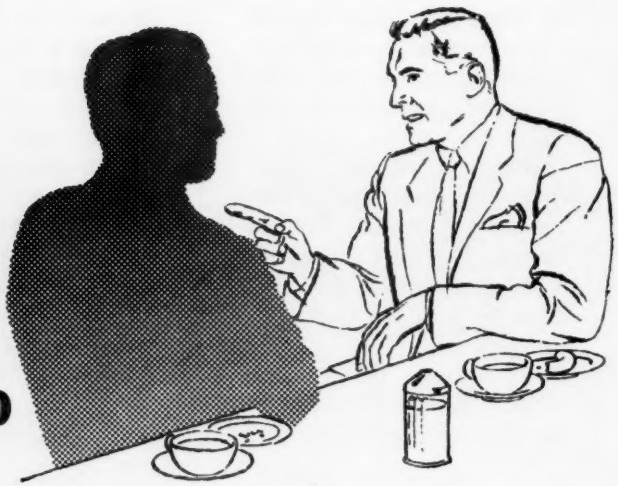
Rocking-chair money—Back-pay claims by committeeman not offered overtime to which he was entitled.

Shop lawyer—Union man who hunts loopholes in an agreement, usually a committeeman.

Walking the last mile—Union's appeal of a discharge case.

Wet time—Time lost because of bad weather.

Do You Know How to *LISTEN?*



By Lydia Strong

The problem is not one of getting men to talk.
The problem is one of getting leaders to listen.

—CARL F. BRAUN

"SO YOU'RE doing a study on how to listen?" said an executive we interviewed. "That's a great project, really interesting and worth while. I've done a lot of thinking about listening. Let me give you some of my ideas."

And he proceeded in rapid-fire fashion to describe how he gets *other people* to listen *to him!*

Our friend mistook the topic because his mind shied away from the very thought of listening. His feelings were extreme, but not really unusual. Most of us do tend to fidget while the other fellow has the floor. If the subject is boring we drift away to our own affairs. If it interests us, we concentrate on what we're going to say as soon as we can get a word in edgewise.

All these competing ideas block understanding. Repeated tests by university researchers have shown that the average person, even while trying to listen, takes in only half of what he hears.

Most managers and supervisors spend the major part of each workday trying to communicate with others. About half that time is spent in listening. Therefore this failure in

understanding causes tremendous loss of time and opportunity. Half listening is like racing your engine with the gears in neutral. You use gasoline but you get nowhere.

Fortunately, listening can be learned. Few accomplishments pay higher dividends in efficiency, productivity, and personal satisfaction.

Success in management hinges on ability at problem solving. Most problems must be solved with people—quite often, people who have highly individual points of view. And, in working with people, no tool rivals skilled and sympathetic listening.

Suppose you're to interview a subordinate on a proposed change in procedure which would require his full cooperation. You're for it; in fact it's your idea, and you already know that he's opposed. If you have learned how to listen, you admit to yourself from the start that Pete may—just may—have good reasons for his opposition. Also that you can't know these reasons fully, no matter what you've heard on the grapevine, until he has explained them to you.

After stating the proposed change, you ask Pete to comment. As he speaks, you listen closely and sympathetically. The first result you may notice is that your attention warms Pete, puts him at ease, lessens his (and your) aggressiveness. Because we all perform better when we feel at ease, he'll open up, explain himself more ably than he could to a hostile listener. Instead of concentrating on your rebuttal, you take in his objections and try to judge their relevance. You try also to sense from his tones, from what he says and leaves unsaid, how he feels about the change. You may find, of course, that he's been suffering from some misconception.

After speaking his mind, Pete feels more free to listen to your point of view—which in turn may have been modified by his statement. Sooner than you expected, you and Pete may find yourselves reaching a cordial consensus instead of a hard-fought compromise.

Will this happen every time? No, but it happens often enough to make listening worth while.

Leadership and listening skill

Theodore V. Purcell, S.J., of Loyola University, who conducted an 18-month study of employee attitudes at Swift and Company, reported recently in the *Harvard Business Review:*

"Of all the sources of information a foreman has by which he can come to know and accurately 'size up' the personalities of the people in his department, listening to the individual employee is the most important."

Swift Company workers said of successful foremen, in interview after interview: "He listens," or "I can talk to him." A disgusted worker said of another foreman: "He knows

it all. And he don't know nothing! 'Why don't you tell me?' says he. But if I try to, he won't let me tell him."

The exhortation to listen is, of course, not new. Right down the centuries, from the Old Testament's "They have ears but hear not" through Dale Carnegie's promises of fame and fortune to the willing listener, we've been urged, cajoled, and coerced to unplug our ears. We've remained poor listeners.

What is new is the growing realization that listening is not just an inborn virtue, but a definite skill that can be learned. Controlled experiments have shown that discussion and practice can produce dramatic results. In St. Paul, Minnesota, one group of business and professional people, guided by Dr. Ralph G. Nichols of the University of Minnesota, more than doubled their comprehension of the spoken word.

Principles of successful listening

A few basic principles have been discovered. Of these, perhaps the most essential is that listening is an active process. Figuratively or literally, too many of us "sit back and listen." This attitude may work well for music, but we need to "sit *up* and listen" when we're trying to take part in communication. A good listener's mind is alert; his face and posture usually reflect this fact. He may further show his interest by questions and comments that encourage the speaker to express his ideas fully. If you've ever tried—as who hasn't?—to talk with a poker-faced, bored, silent listener you can readily appreciate the difference.

Another essential is to develop ability at four different levels of listening skill. The first level is to make sense out of sound: that is, to distinguish the speaker's words. The second is to understand what he is saying.

Neither of these skills is quite as simple as it sounds. Spoken words can be mumbled—and jumbled. And the same word may have quite different meanings to different hearers. This is not surprising when you realize that the 500 most commonly used words in English have 14,070 dictionary meanings!

In *The Second World War,* Winston Churchill tells of a long argument that developed in a meeting of the British and American Chiefs of Staff Committee. The British brought in a memo on an important point and proposed to "table" it—which to them meant to discuss it right away. The Americans protested that the matter must not be tabled, and the debate grew quite hot before the participants realized they all wanted the same thing.

Or connotations can shade a word's original meaning. To a manager, the word *efficiency* probably connotes increased results from the same expenditure of energy. To

a worker it may mean pay raise or pay cut, layoff or promotion, depending on his own, his family's, and his friends' experiences.

The third level of listening is to tell fact from fancy—in other words, to evaluate a statement. The fourth, and highest, is to listen with imaginative understanding of the other person's point of view. Psychologists call this listening with empathy. It's an essential skill in supervision. But it takes courage to listen with empathy. As psychologist Carl R. Rogers has explained: "If you really understand another person . . . enter his private world and see the way life appears to him . . . you run the risk of being changed yourself. You might see it his way; you might find yourself influenced in your attitudes or your personality."

"Listening" without hearing

To stave off this frightening prospect we erect barriers to understanding.

One such barrier is listening intellectually, for the verbal statement alone. We all know better; for if only words mattered, why bother to hold interviews or conferences? Why not do all the work with memos? The answer, of course, is that industry continues to use time-consuming face-to-face communication because nothing else will take its place. The speaker's tone, gesture, posture, and facial expression may reinforce, amplify, or even contradict his verbal statement. Listening without observing is like getting the words of a song without the music.

The second barrier

Bias is a second barrier to communication. It takes many forms. We may decide just from looking at a speaker or listening to his voice that he has nothing to contribute. This could be true, of course, but it is exceedingly unlikely. External factors, like the shape of a person's nose, the curl of his lip, the cut of his clothes, or the pitch of his voice, may be quite beyond his control. At all events they're not likely to tell us much about the worth of what he has to say.

Or some word, phrase, or idea may so cut across our prejudices that we just stop listening. The speaker says: "We've got to stop making widgets . . ." This is a sore point with you, this widget fight. So you call him an enemy, and you either interrupt or stop listening. Anyway, you don't hear the end of his sentence, which is ". . . until Tuesday, because the shipment of raw materials was delayed."

Other pitfalls

A more subtle, harder-to-spot form of prejudice is to distort the speaker's presentation, hear only those parts of it that seem to support our point of view. A movie reviewer writes: "What a stupendous waste of the fine actors and great story, which could have made

this one of the year's outstanding films!" The ad quotes him as saying: "Stupendous . . . fine actors . . . great story . . . one of the year's outstanding films!" Cutting out just a few crucial words turned the criticism into praise. We're all adept at this kind of cutting.

Nobody can free himself completely from all forms of prejudice. The best we can do is to expose ourselves to facts as often as possible, and to try to allow in advance for subjective kinks in our point of view.

A frequent block to good listening is boredom. Your thought speed, it has been calculated, is four or five times the usual speed of speech. If you're not deeply interested, if the subject matter seems too simple, or if the speaker is on the dull side, you tend to go off on your own private mental tangents. There are times, of course, when inattention constitutes the best possible form of self-defense. But if you do have a purpose in listening, you can stay on the same track as the speaker without slowing down to his pace. Use your spare time to get clear in your mind what you hope to learn, and listen specially for this. Try to anticipate the speaker's next point; review the points he has made already; weigh his evidence. Watch his expression and movements to get the fullest possible understanding of his point of view.

Apathy sets in also when the subject matter is too difficult, or when the speaker fails to make himself comprehensible. If circumstances permit, you can help yourself and any other participants by asking the speaker to be more clear.

Among the more damaging forms of non-listening is pretended listening. You may fool the speaker by nodding and grunting from time to time, but you can never fool yourself. Face the facts squarely. You either have or have not a reason for listening. If yes, and even if the reason is only an inescapable social pressure, listen; you'll get into difficulties if you don't. If no, make an excuse and go away.

Experts have suggested certain procedures that will help you improve your listening. The first is to do some preliminary practicing—for instance, when you are listening to speakers on television and radio. Try to sort out the speaker's main theme from his digressions, irrelevancies, and supporting subject matter. Try to evaluate his argument. Notice any words or statements that touch off your antagonism or sympathy. Note also any propaganda techniques: appeals to prejudice, use of stereotyped symbols, statements that are cleverly worded to sound logical even though they're not.

When the speaker has finished, write a single paragraph giving his main idea and supporting evidence, and stating why he has—or has not—made out a convincing case. If you do this with a group of friends,

the group members can compare reactions. This practice, incidentally, will make you a more skillful speaker as well as a better listener.

Some practical helps

If the arrangements for a meeting are up to you, provide the best possible physical conditions. Seats should be close enough to hear without straining: face to face for an interview, arranged in a circle or square for a conference. Try to exclude distracting noises and interruptions. If notes must be taken, have pencil and paper ready. It pays to prepare yourself mentally and emotionally for listening. Give some thought to the subject of the meeting. If it's controversial, try to recognize your own prejudices and your possible private goals.

Once the meeting starts, your newly acquired listening skills come into play. Again, you listen for the main points and supporting evidence; identify bias and propaganda appeals. But use this material with, not against, the other person. Chances are you'll be working with him for a long, long time.

Let's say that a person whose point of view is opposed to yours makes a ridiculous, indefensible statement. On a debating team you'd pounce on the statement, make the man look foolish. But the purpose of this meeting is cooperation, not competition. A brief pause will give the speaker a chance to correct himself without feeling humiliated.

Interruption and contradiction should be used only sparingly. But in a small meeting or interview a timely question may help the speaker make himself clear, or may bring him back to the point if he has strayed.

Taking notes may be unavoidable. But you'll do well to keep them as brief as possible. Your time is better spent in concentrating on the speaker.

An exercise in empathy

Now, would you like to engage in a final test of the quality of your listening? Carl R. Rogers has made this suggestion: Next time you get into an argument, just stop the discussion and institute this rule: Each person may speak up for himself only after he has first stated the ideas and feelings of the previous speaker. Any distortion may be corrected immediately by the original speaker.

This means, of course, that before presenting your own arguments you must place yourself in the other person's frame of reference; must understand his ideas well enough to summarize them. You'll find this tough but rewarding. First of all, you must really open your ears as never before. Then you must consider the other speaker's arguments carefully. That may mean some change in your own point of view.

Also, the other person hears how his statement sounds to you. He may have not meant it just that

Listener's Quiz

Few virtues are more prized and less practiced than good listening. This check list, though by no means complete, will help you gauge your own listening habits. Try to answer each question objectively.

When taking part in an interview or group conference, do you:	*Usually*	*Sometimes*	*Seldom*
1. Prepare yourself physically by sitting facing the speaker, and making sure that you can hear?	☐	☐	☐
2. Watch the speaker as well as listen to him?	☐	☐	☐
3. Decide from the speaker's appearance and delivery whether or not what he has to say is worth while?	☐	☐	☐
4. Listen primarily for ideas and underlying feelings?	☐	☐	☐
5. Determine your own bias, if any, and try to allow for it?	☐	☐	☐
6. Keep your mind on what the speaker is saying?	☐	☐	☐
7. Interrupt immediately if you hear a statement you feel is wrong?	☐	☐	☐
8. Make sure before answering that you've taken in the other person's point of view?	☐	☐	☐
9. Try to have the last word?	☐	☐	☐
10. Make a conscious effort to evaluate the logic and credibility of what you hear?	☐	☐	☐

Score yourself as follows: Questions 1, 2, 4, 5, 6, 8, 10: Ten points for "usually," 5 for "sometimes," 0 for "seldom." Questions 3, 7, 9: Zero for "usually," 5 points for "sometimes," 10 for "seldom."

IF YOUR SCORE is below 70, you have developed some bad listening habits; 70-85, you listen well but could improve; 90 or above, you're an excellent listener.

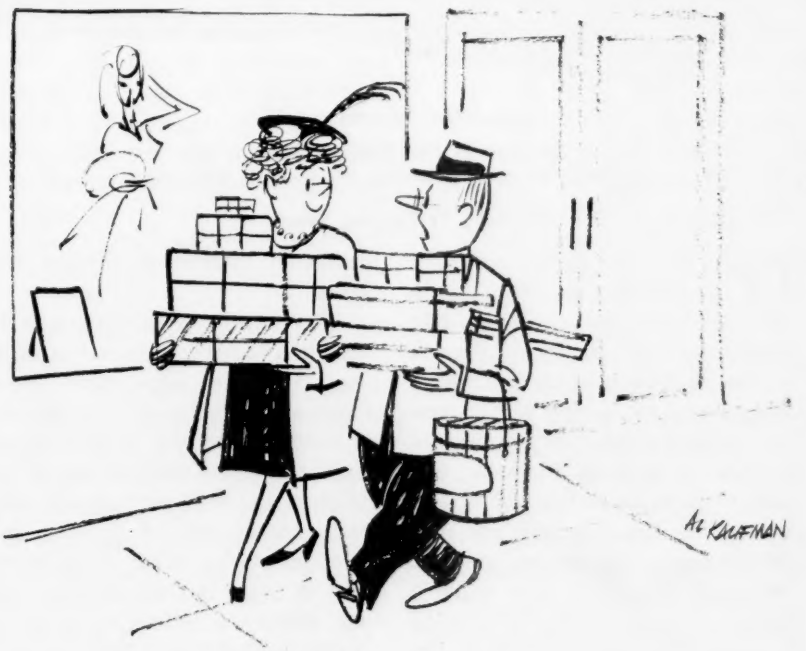
way. He too makes changes. Quite suddenly, the heat goes out of the argument. Differences are reduced. Those that remain are easier to reconcile. In the end everyone feels he has gained some benefit. He goes out saying "That was a good meeting," not "You can't win."

The larger rewards

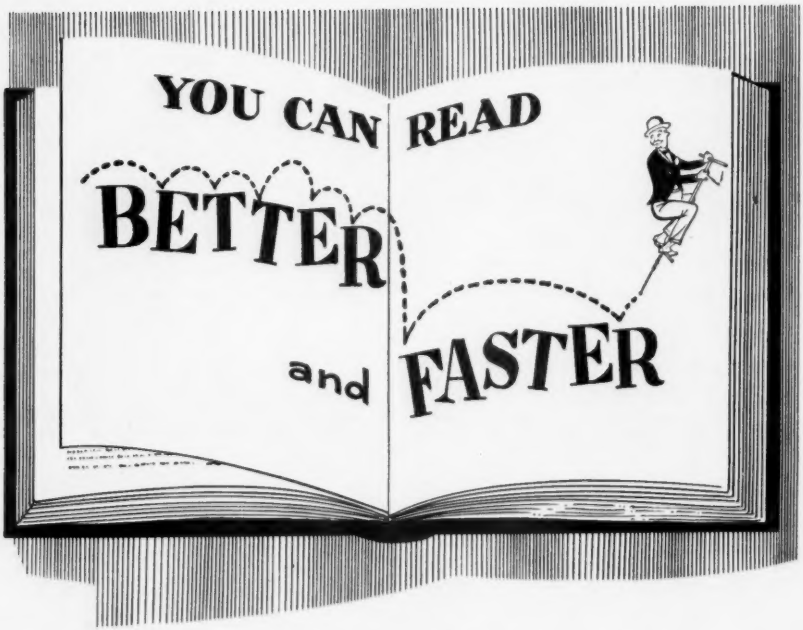
Unquestionably, listening oils the wheels of industry. But it enriches personal life as well. The skilled listener develops a sensitivity which enables him to break out of the shell of individual isolation, to share the experiences and emotions of others.

Wendell Johnson, a leading authority on communications, has said:

> Our lives would be longer and richer if we were to spend a greater share of them in the tranquil hush of thoughtful listening. We are a noisy lot; and of what gets said among us, far more goes unheard and unheeded than seems possible. We have yet to learn on a grand scale how to use the wonders of speaking and listening in our own best interests and for the good of all our fellows. It is the finest art still to be mastered by men. ♦



"I just wish I had a nickel for every dollar you ever saved me!"



By Nila Banton Smith

Director of The Reading Institute
and Professor of Education, New York University

Part 1: Taking Stock

OURS IS AN AGE of new horizons: in industry, in business, in transportation and communication —and in reading! Practically all phases of American life have been streamlined to develop higher tempos, greater productivity than were known 25 or even 10 years ago. Yet, in the midst of this fast-moving current of American life, you may be reading horse-and-buggy style. Why not streamline your reading, achieve a higher tempo in keeping with the demands of modern living? It can be done, with only a moderate investment of time and effort.

The purpose of this course is to help you acquire a new art in reading, based on approaches developed within the past few years. As a reading specialist, I have found that the reading needs of adults are unique, and that they require very special treatment. Much work and experimentation have been necessary in trying out, eliminating, adding, modifying techniques to develop the basic skills of adult readers.

The results of this study and ex-

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perimentation are at present used in the adult programs of The Reading Institute of New York University. These procedures have proved effective in face-to-face work with hundreds of adults, both in classes at The Reading Institute and in business and industrial centers where the Institute conducts courses. These are now placed at your disposal for the first time in written form, to help you find new enjoyment and new productivity in reading.

How do you rate yourself?

What do you have to start with? That's the first thing to find out. You've been adding to or, more likely, depleting your stock of reading skills for the past one, two, three, or more decades. Without specific checking you probably have a general idea that you're a good reader, an average reader, or a poor reader.

Mr. H., a famous newspaper columnist, said when he came for reading tests: "I think I am a very good reader. I've never had any trouble at all in reading. But if I could learn to cover double the amount of material in the time at my disposal, this would just be a matter of plain efficiency. Mind you, though, this isn't because I'm a poor reader to start with. I'm an excellent reader already."

Miss G., a story reader at a moving-picture studio, said: "I read about fifty pages an hour. Isn't that pretty good?"

Professor R., a college teacher of English, told me with pride: "I can read a novel in one sitting. That's really pretty fast reading, isn't it?"

"I never finish a novel," complained Mrs. B. "I read too slowly to cover books, so I've given them up entirely. About all I can do is to follow the headlines in a newspaper. I must be the world's worst reader."

And so people "grade" themselves. These impressions, however, are too general to be a basis for any precise judgment about reading competence. Maybe you, like the columnist, have "never had any trouble in reading." Does that mean that you are an excellent reader as compared with highly skilled adult readers who have learned the modern techniques of reading?

Even if you do read fifty pages an hour, how well do you get the thought out of what you read? Was the professor's book a thin volume with small pages printed in large type? Or was it a huge, compact volume printed in relatively small type? And how long was the "sitting"? Two hours? Six hours? Twelve hours?

Obviously there are many falla-

This is the first in a series of articles on reading improvement, serialized with permission of Prentice-Hall, Inc., from a book by Dr. Nila B. Smith, to be published in 1958.

cies in attempting to grade oneself in reading. If you wish to find out exactly how well you read and how much improvement you achieve as you go along, then you must make careful measurements.

Measuring your reading growth

Measuring your own growth in reading is comparable to measuring your child's physical growth. If you want to know how fast your child is growing, you periodically weigh him and measure his height. Then you make your comparisons in terms of exact units—pounds and inches. You must do the same sort of thing in evaluating your growth in reading.

Reading is not a "lump sum," as so many people seem to think. It is a very complex mental process involving many different skills. A horse uses one set of muscles when pulling a heavy load uphill and an entirely different set when trying to hold back that load on his way downhill. So it is with reading. We use different sets of skills when we read different kinds of material for different purposes. You will have opportunities to practice several of these different sets of skills as you work through this course.

No matter how varied the skills may be, two fundamental skills are always in operation. Growth in reading is judged in terms of progress in these two basic skills just as physical growth is judged in terms of height and weight. And like height and weight these two skills should grow simultaneously and in relation to each other.

One of these basic skills is *speed*. It is the rate at which you can read printed material. The basic unit used in measuring speed is the number of words per minute, or W.P.M.; as 275 W.P.M. The other basic skill which easily lends itself to measurement is understanding of what is read, or *comprehension*. The terms *speed* and *comprehension* have special meanings in a reading-instruction vocabulary.

The average reader covers about 250 words per minute. Very good readers read 500 or 600 words per minute. Occasionally there is a person who reads at the phenomenal rate of 1,000 words per minute, or in rare instances, even faster. However, ability to cover printed words rapidly is quite valueless unless the reader also gathers meaning from the lines of print.

Fortunately, these two basic skills, speed and comprehension, can be developed with guidance and practice. But they must increase together. Like height and weight in the growing child, comprehension must keep pace with speed in the reading growth of an adult. If you should increase your speed to 600 words per minute and drop your comprehension from 80 to 40 per cent, your speed would do you more harm than good. Therefore, throughout this course, you will be asked to work on *both* speed and comprehension.

First you need to find out your

present rate of speed and also to get some idea of how well you are comprehending. You can then use your first scores as a basis for comparison later, to see how much you have improved.

For checking purposes you are now asked to read two selections. One is very easy, to be read simply for entertainment. The other is more difficult, and it should be read for the information it contains.

You'll have to time yourself in taking these tests, so *get out a watch* with a second hand. Note the hour and minute that you begin to read each selection, and jot it down in the space provided. (To simplify your figuring, always *start on an even minute.*)

Don't skip the selections—even if you're tempted to. The practice is essential—and you'll need the test scores to chart your progress.

SELECTION 1

The first test is given to check your present speed and comprehension in reading easy narrative material. Don't try to read fast for test purposes. Just read at your comfortable normal rate, for the purpose of enjoying the story.

Ready? Start!

Starting time: Hr._____ Min._____

THE GREAT MOLASSES FLOOD[1]

From early colonial days on, ships loaded with wooden hogsheads of thick, dark molasses came regularly from the West Indies to unload at Boston's wharves. Molasses took the place of sugar, which few colonists could afford, and it made Yankee rum. It was a keystone of Boston's prosperity and trade for almost three centuries—until January 15, 1919.

I was a reporter on the *Boston American* on that fateful day. The stories coming in over the wire were predicting, rightly, that on the morrow Nebraska would become the 36th state to vote dry, thus bringing nation-wide prohibition upon this country (and rendering great quantities of molasses virtually useless). But even before the news could be printed, the biggest molasses-storage tank in all Boston burst and sent an angry deluge of the stuff rampaging through the old North End, tearing down the elevated railway, demolishing buildings, drowning and crushing 21 persons and dozens of horses, wreaking property damage of more than a million dollars.

For years the tank, a bulging giant 50 feet tall and 282 feet in girth, had loomed above the freight-loading de-

[1] Ralph Frye, "The Great Molasses Flood," *Reader's Digest*, August 1955, pp. 63-67.

pots, stables, and firehouse on Commercial Street, near Boston's inner harbor. Three days before, the pumps of tankers from Puerto Rico had filled it right up to the brim with 2,320,000 gallons—14,000 tons—of molasses.

At five minutes to noon on that mild winter morning, a telephone rang in the molasses plant's office in the shadow of the tank. Superintendent William White picked up the receiver and heard his wife insist he join her uptown for lunch. White took a cursory look at the frowning tank, ignored the molasses sweating ominously through the riveted seams, and left—thus undoubtedly saving his life. But the busy market district was thronged with people destined to be less fortunate.

Along Commercial Street, new-fangled motor trucks and horse-team drays clattered on the cobblestones beneath the elevated railway. In the doorways of shops and brick dwellings across the street from the tank, residents were taking advantage of the warm weather to sun themselves. In stables of nearby draying companies, dozens of work horses were placidly munching hay. Teamsters chatted over their lunch boxes on the freight-loading platforms. Mrs. Bridget Clougherty, 68, stood watching them from the doorway of her frame house at the corner of Copp's Hill and Commercial. Her big son Martin, a well-known boxer and referee, lay in his third-floor bedroom, sleeping soundly. The time was 12:41.

At this moment Patrolman Frank McManus was making a routine duty call at a police-signal box down the street. Suddenly he heard a "grinding, rumbling" noise. Looking up, he saw a dark sea of liquid gush from the bottom of the tank. He saw the big tank open out and fall apart, and a towering wall of molasses roll over the ground with a seething, hissing sound. Going 35 miles an hour with a push of 25 tons, it enveloped the fire station; then buildings began to collapse. McManus yelled for all the ambulances and policemen available.

At the same moment, the brakeman of a northbound train coming around the curve on the elevated yanked his emergency cord. "All I could see was molasses rushing toward me," the brakeman later said. The train stopped just as the elevated structure ahead sagged into the raging molasses below; the forward wheel trucks of the first car were lifted off the rails.

Mrs. Mary Musco, watching from the window of her house when the "explosion" came, saw the three-story Clougherty house rise from its foundations and "fly into the air," then disappear beneath the El in a caldron of floundering horses, people, jagged timbers, splintered wagons, huge crates of goods, and—molasses. "I ran for help," Mrs. Musco said. "It was awful. People were running every which way all covered with molasses."

To many people the breaking of the tank came with a tearing sound, like the ripping of a huge sheet of paper. To a Navy gunner on a ship in the harbor it was like a succession of reports from an impossibly enormous machine gun. The tearing sound was caused by the initial giving-way

of the tank at its base; the machine-gun reports were rivets bursting upward from the bottom, like buttons popping off a vest.

Then the very steel of the plates themselves sundered and burst outward. One 400-square-foot section of steel weighing two and a half tons was catapulted 182 feet into North End Park. Another murderous ribbon of half-inch steel plate swept across Commercial Street, sheared through a tree-trunk-size steel El column like a knife through butter. A few hours later, boxer Martin Clougherty, bandaged like a mummy, was able to tell reporters: "I was asleep on the third floor, and I awoke in several feet of molasses. A little way from me I saw my sister. I struggled out from under the wreckage and pulled my sister onto a board. Then I began to look for my mother." But the roof had fallen on Mrs. Clougherty and crushed her.

Russel McLean, a commuter from Waverly, Mass., was on his way to North Station when the tank burst. The next thing he remembered he was lying in a doorway across the street with a young woman unconscious in his lap. "All around me horses and men were struggling in the thick molasses." One man, running from the onrushing molasses when it overtook him, landed sitting and was swept right out into the harbor. Crewmen of the Naval tug U.S.S. "Pawnee" picked him out of the water sticky and frightened, but unharmed.

We at the *Boston American* knew nothing of any of this at the time. I was on my way to lunch when a single alarm came in. Henry Daily, assistant city editor, called to me: "Ralph, take a look at this fire. Probably nothing to it, but there are a lot of old firetraps down there."

I cut north to Commercial Street. At first there was no sign of trouble until, away up past Constitution Wharf, I saw it. What looked like a moving wall of volcanic lava filled the street and was moving relentlessly toward me. Everything it overtook —horses, automobiles, people—disappeared. I telephoned Henry. "Where's the fire?" he said.

"Wait!" I yelled. "This is no fire. I don't know what it is. Shoot some cameramen and legmen down here fast. Listen—there seems to be an awful stink of molasses around here. Maybe molasses has something to do with it."

"Molasses?" Henry was outraged. When I got nearer I realized that this was the story of all stories. . . . Sailors, firemen, and policemen, wallowing thigh-deep in the wreckage, were coated from head to foot with molasses; it gave them a weird copper color.

The big old firehouse had been shoved off its foundation and stood with its tower canted at a crazy angle. Inside several firemen were still trapped. It took nearly four hours before their comrades freed the last of them—and discovered George Layhe dead at the foot of the sliding pole, with the firehouse piano and pool table piled on top of him.

Even in the shallow places the molasses was dangerous. It was worse than quicksand. It held your feet. Well-meaning bystanders waded in to help floundering victims and couldn't

get out. Scores of persons trapped in the upper floors of buildings kept up a plea to be rescued. Fire lines were strung around the area, but the crowd pressed so hard against the ropes that some persons slipped into the goo. Ambulances manned by molasses-stained interns were continually carrying away victims.

One ambulance outfit of Red Cross girls arrived in Oxford-gray uniforms with shiny black puttees and pretty white shirtwaists. They were beautiful and very earnest, and they plunged into the flood. When firemen dragged them out, swollen and tottering with the weight of molasses, they looked like loathsome creatures of the primordial slime.

By midafternoon the flood had settled. Hundreds of residents and curious spectators went slipping and slopping through the mess and tracked it all over the metropolitan district. The next day if you sat down in any public place or conveyance in the city of Boston, you stuck to the seat. Riders in streetcars and buses in Worcester, 44 miles away, found them smeared. There wasn't a telephone booth in Boston where the instrument didn't stick to your fingers.

Streams of water were played on the molasses to wash it into the sewers and the harbor. But ordinary fire hoses proved useless to dissolve the muck. Firemen discovered that salt water managed somehow to "cut" the molasses. Fireboats and pumping equipment were called into play. Police used huge hydraulic siphons to pump molasses out of flooded cellars. It was nearly a week before all of the bodies were recovered, and months before signs of the disaster disappeared.

The distillery owners tried to wash their hands of responsibility for the disaster, only to find this as sticky a task as the molasses itself. Accident-insurance underwriters, too, tried not to get stuck. "They do not believe," reported the *Boston Globe*, calmly, "that the aggregate claims will be very great, as the persons affected were for the most part of the wage-earning class."

The courts of Massachusetts took a different view. One hundred and nineteen separate damage suits were filed. Hearings, continued as late as 10 P.M. to give workmen a chance to be heard, consumed 309 days. Three thousand witnesses spoke more than 6,000,000 words of testimony, filling 40,000 pages of court record.

The defendant distillers spent more than $50,000 on expert witnesses, built three tanks and blew them up in an effort to show the disaster had been caused by an "anarchist bomb." But when it was shown that the molasses tank had been built of thinner plates than were specified in the plans filed with the Boston Building Commission, the defense collapsed. In 1925 the company settled the suits out of court, for a total of more than one million dollars.

Cleaning up the mess took longer than the litigation. Men scraped and scrubbed and painted, but the taint of molasses persisted. It is said that even now, on humid days, a sickly sweetish aroma surrounds some of the older buildings of Boston's North End.

1. *Finishing time:* Hr._____ Min._____ Sec._____
2. *Starting time:* Hr._____ Min._____

Subtract line 2 from line 1 to get reading time: Min._____ Sec._____
or _____ Seconds

Now use the following formula to compute your reading rate:

$$\frac{\textit{no. of words}\ (1800)}{\textit{no. of seconds}} \times 60 = \underline{\quad\quad} \textit{W.P.M.}$$

In other words, divide 1800, the number of words in the selection, by the number of seconds that it took you to read the article. Multiply the answer by 60 to convert to minutes, and you will know how many words per minute you read.

Following through with the example above: Suppose it took you 7 minutes and 10 seconds to read the article. This amounts to 430 seconds. Dividing 1800 by 430 gives you 4.18. You then multiply 4.18 by 60 and get 250. This is the reading rate in words per minute.

Compute your rate according to this procedure and record it in the appropriate space in the formula.

Check Your Comprehension

In each of the questions below choose the answer that you think is correct. Write the corresponding letter in the appropriate answer space at the right.

1. The article says that one of the uses to which the colonists put molasses was (a) to pour it on their pancakes, (b) to make candy, (c) to mix with cattle feed, (d) to make Yankee rum. ____
2. The first person to call ambulances and policemen was (a) Mrs. Bridget Clougherty, (b) Superintendent White, (c) Patrolman Frank McManus, (d) Mrs. Mary Musco. ____
3. The tank contained about (a) 5,000,000 gallons, (b) 25,000 gallons, (c) 2,000,000 gallons. ____
4. The writer approached the scene of the disaster (a) because of his own curiosity, (b) because one of the editors of the *Boston American* asked him to do so, (c) hoping to offer some aid, (d) wanting to take pictures. ____
5. It can be correctly inferred that the time of day the disaster occurred was (a) early morning, (b) midafternoon, (c) about noon, (d) late evening. ____
6. As far as rescue work is concerned, the statement least true is (a) the Fire Department helped greatly in the cleanup work, (b) the Police

Department directed the activities, (c) the Red Cross was on hand, (d) the Navy helped. ——

7. The *Boston Globe* (a) declared that the fault lay with the distillers, (b) quoted the underwriters in their underestimation of contingent claims, (c) believed that the underwriters had overestimated the probable claims, (d) made no comments about this matter. ——
8. The cause of the disaster was traced to (a) the failure of the builders to adhere to specifications, (b) the Building Commission's standards, (c) an anarchist's bomb, (d) none of these. ——
9. The company finally settled the suits (a) with the state, (b) with the city of Boston, (c) in the Supreme Court, (d) out of court. ——
10. The cleaning up (a) lasted until after everyone immediately concerned with the flood was dead, (b) was a quick job, (c) lasted longer than the litigation, (d) is not yet completed. ——

Check your answers with Answer Key on page 43.

Multiply the number of correct answers by 10. Record your score.

Rate: W.P.M.——*Comprehension Score:*——

SELECTION 2

The following selection is provided for the purpose of checking your speed and comprehension in reading more difficult material. Read it as you would normally read for the purpose of obtaining information.

Starting time: Hr.—— *Min.*——

Life on Other Planets[2]

Although climate is chiefly a matter of winds, ocean currents, sunshine, rains, and snow, it involves also the responses of plants and animals to these physical factors. Plants grow on the mountainsides and control the evaporation and contribute to the cloudiness. One industrious animal affects the weather by diverting the water courses, thereby producing lush vegetation in arid regions. Clearly life and climate interact on each other. If life had never appeared on the earth's surface, the local climates would have been different from those that have prevailed. And if the climate had everywhere been unchanging throughout geologic time, the variety of life we know—the millions of species—might not have come about; possibly the organisms would never have got their start in the dim Pre-Cambrian ooze. . . .

Let us consider the solar system and its climatic problems. The existence of life on Mars is still an open question, although astronomers have for years rather uncritically assumed that the seasonal color changes on the surface must mean that life is present. An observer looking at the planet

[2] Harlow Shapley, "Life on Other Planets," *The Atlantic Monthly*, November, 1953, pp. 29-32.

Earth from a moderate distance, say a scientist on the Moon, would also see our winters come and go. He should be able to locate the positions of the poles of the earth by watching the alternating color changes due to winter snowfall and summer melting in our northern and southern hemispheres. He would note that we have much water on the surface, in strong contrast to the small amount on Mars, where it is weakly recorded by the skin of hoarfrost in the polar caps. The color changes on the surface of the earth, visible to the observer on the moon, could be quite independent of vegetable or other forms of life. Even in the absence of snow, the moisture on desert lowlands should produce color that would fade out with the drying up in the annual rainless season. Fog on a lifeless desert could produce a widespread color change. In other words, variations in the color of Mars do not necessarily mean that vegetation is present. The Martian problem is still open.

2

Some of the climatic changes on Mars can be readily deduced. The surface is relatively free of high elevations and certainly free of large bodies of water. Air and water currents must be relatively uncomplicated. The mass is low, and the air is rare even at the Martian surface. The inclination of the equator to the plane of the orbit is like that of the earth and consequently the seasonal phenomena are similar. The rotation of the planet is a little more than 24 terrestrial hours; the year is 1.9 terrestrial years, and the months may be ignored because the two little moons are ineffective, both tidally and photometrically. We can predict the daily and annual meteorological changes from our own experience after making allowance for the low temperatures and the weak effects of air currents on the lowland elevations. The orbit of Mars has an eccentricity of 0.093, compared with 0.017 for the earth; and therefore the Martian temperature (and climate) will be somewhat affected by the fact that Mars is 26 million miles nearer the sun at perihelion than at aphelion —a change of 18 per cent in the distance. The perihelion effect on the earth's temperature and climate is relatively small, in comparison with the many other factors contributing to terrestrial climate change, for the perihelion to aphelion difference in distance is only 3.4 per cent.

If we knew how life got started on our own planet, we could better guess whether the Martian conditions have been hostile or friendly to the origin of organisms. Certainly the mean temperature is painfully low, the atmosphere at the surface is rarer than on our highest mountaintops, and both oxygen and water vapor are scarce. Carbon dioxide has been detected and we all agree that argon, produced by the radioactivity of one of the isotopes of potassium, is almost certainly a constituent of the thin Martian atmosphere. The dominant gas presumably is nitrogen, which has not yet been recorded. Could it be detected without going to the planet? Dr. Rupert Wildt of Yale suggests that Martian aurorae may at some time be observed, and, if so, they would probably indicate the presence

of a deep but low-density atmosphere composed mostly of nitrogen surrounding the dry, cool planet.

The moon, of course, is lifeless, waterless, and essentially airless. Hydrogen, helium, nitrogen, and oxygen gases would all leak away from the surface of this small-mass satellite. The moon might not permanently retain by gravitation even the inert argon, produced radioactively from Potassium 40. Very little of it could get to the surface in the absence of water erosion and volcanic action. The writer interpolates the suggestion, however, that the ever-impinging meteors, with their consequent explosions, would produce, throughout the three or more thousand million years that the moon has been under meteoric bombardment, various gases, including some that are relatively so heavy that they would not easily escape from the surface. The meteoric impacts would also release from the surface some of the entrapped argon. The moon must therefore have an atmosphere, but in quantity perhaps not many lungfuls and in character not very salubrious.

The cloud-shrouded surface of the planet Venus remains as yet something of a mystery. In general, the students of planetary atmospheres find little likelihood of life of the terrestrial sort on that planet, notwithstanding its earthlike mass and its fairly suitable location with respect to the sun. Is it covered with oceans of water? Does the rotation period permit an equable night-and-day alternation? Is the oxygen situation suitable for air-breathers? Some of the astrochemists have rather positive answers to some of the questions of this sort, but doubts still prevail and we must await improved technologies before we penetrate the shroud and agree on the living conditions on the planet Venus.

The other planets of the solar system are too hot or too cold, and they have other limitations. For example, Mercury is too hot on the sun side, too cold in the endless night of the hemisphere that is never exposed to the sun; and life of our sort would be impossible in Mercury's twilight zones because of the lack of atmosphere and water. Jupiter, Saturn, and the other distant planets, out in the icy cold that is inevitable so far from the sun, have poisonous atmospheres, heavy with methane and ammonia; and they have other hostile characteristics.

3

Climate is not the only important factor that determines the possibility of life on a planetary surface. The following are necessary for the origin and continuance of life:

1. Water, the practical solvent for living processes, must be available in liquid form.

2. The planet must have a suitable rotation period so that the nights do not overcool nor the days overheat.

3. The orbital eccentricity must be low to avoid excessive differences in the isolation as the planet moves from perihelion out to aphelion and back. Most cometary orbits would be lethal for organisms.

4. The chemical content of air, ocean, and land surface must be propitious, not perilously polluted with substances inimical to life.

5. The controlling star must not be variable by more than 4 or 5 per cent; it must not be a double star, and of course must not be subject to catastrophic explosions like those of the novae.

6. Finally, life must get started, and it must establish a tenacious hold on the seas, on the shores, and inland.

Certainly many adjustments could be made by organisms on a planetary surface to physical conditions unlike those we experience, but the major requirements still stand. The most important requirement is, of course, that life must in some way get started.

1. Finishing time: Hr._____ Min._____ Sec._____
2. Starting time: Hr._____ Min._____

Subtract line 2 from line 1 to get reading time: Min._____ Sec._____
or _____ Seconds

$$\frac{\textit{no. of words}\ (1300)}{\textit{no. of seconds}} \times 60 = _____\ \textit{W.P.M.}$$

Compute your rate as you did for the first selection, and record the number of words per minute in the appropriate space.

Check Your Comprehension

Mark the letter of each correct answer in the appropriate answer space below the statements.

1. Climate (a) exists quite independent of plants, (b) exists quite independent of animals, (c) has no effect on life, (d) interacts with life. _____
2. Astronomers have assumed that there is life on Mars (a) because it has canals which they think men have excavated, (b) because Mars has a climate much like our own, (c) because of the color changes on Mars, (d) because Mars has an oozy surface. _____
3. The length of the Martian year is (a) about half of our year, (b) about one and three-fourths as long as our year, (c) about twice our year, (d) about three times our year. _____
4. Mars is 26 million miles nearer the sun (a) at aphelion, (b) at perihelion, (c) in the middle of a Martian year, (d) at the end of each axial revolution. _____
5. The dominant gas on Mars is probably (a) oxygen, (b) carbon dioxide, (c) argon, (d) nitrogen. _____
6. The moon has (a) a damp atmosphere, (b) no atmosphere, (c) an atmosphere highly limited in quantity, (d) an atmosphere heavily saturated with oxygen. _____

7. A planet that has a poisonous atmosphere is (a) Venus, (b) Mercury, (c) Jupiter, (d) Neptune. ____
8. One of the conditions for life on a planet is that (a) the planet must revolve around its orbit every 12 months, (b) it must have seasons, (c) it must have a suitable rotation period to prevent extremes of heat and cold, (d) it must have high orbital eccentricity. ____
9. Another condition necessary for life on a planet is that (a) it must have a chemical content inimical to biological operations, (b) it must be lethal for organisms, (c) its chemical content must be propitious to life, (d) it must have catastrophic explosions. ____
10. The most important requirement for life is that (a) it be able to adjust to physical conditions different from ours, (b) it be intelligent enough to survive, (c) it be strong enough physically to survive. (d) it get started. ____

See Answer Key on page 43. Allow 10 for each correct answer.

Rate: W.P.M. _____ *Comprehension Score:* _____

Using your test scores

Now you have at least some idea of your speed and comprehension in reading both easy narrative material and difficult material. These are your basic beginning scores. You will wish to refer to them frequently in making comparisons with your scores in later tests.

You may have found that your rates of reading easy material and difficult material are about equal at this time, but they shouldn't be. As you go through this series you will learn to "shift gears" when you read different types of material for different purposes. You will, however, be able to check your gains on both easy and hard material by looking back at your first scores.

Checking your physical habits

Now you should informally check any physical habits that may interfere with your speed.

As you continue to read, notice whether or not you point to words or follow the lines of print with your fingers. If so, break yourself of this habit. One way is to hold your book or magazine with both hands, one on each side of the open pages, so that your fingers will not be free to point.

Note whether you move your head from side to side as you read. If so, nest your chin in one hand and hold it firmly. This will prevent your head from moving.

Watch yourself to see if you vocalize the words while reading silently. If your lips move as you read each word, then you are a vocalizer, and this will interfere seriously with your speed. Perhaps you do not actually say the words with your lips, but you may still vocalize to the extent that a slight movement of the muscles in the throat can be detected. If you find

yourself vocalizing in either of these ways, place your fingers on your lips or the part of the throat which is moving. Whenever you feel the movement starting, stop it! You can break yourself of this habit by conscious and persistent attention.

Analyze your reading habits to see if you reread a great deal. Note how many times you go back to read a word, phrase, or sentence a second time. If you do not reread at all in pursuing nontechnical material, well and good. If you frequently reread, this is another habit to dispense with. When you feel the urge to reread, just move ahead. You may be surprised to find that you didn't miss anything after all, and in the meantime you will have saved yourself a lot of time.

Perhaps you found that you do not have any of these bad habits. If you are free of them, so much the better. If you have some, practice consciously to break yourself of them. With undesirable physical habits cleared away, there is nothing to prevent you from increasing your reading speeds to any goals that you may set. ♦

Part 2 of this course, coming next month, will help you speed up your reading by taking in complete ideas, rather than single words, at each glance.

What It Takes to Be a Manager

THE MODERN MANAGER must be able to visualize things that do not now exist—to see them as he would like to have them five or ten years from now. In other words, he is a *planner*. Having determined his plans, he must be able to *assign* people to carry them out. He must also be able to *train* them to do the work he has planned. He must be a skilled trainer, a coach. In addition, he must have the ability to *appraise* the work and the people doing it. After that, he has to *motivate* people to do their best. He determines work, he assigns it, he trains people and appraises their efforts, and he motivates them. Basically, this is the modern manager.

—LAWRENCE A. APPLEY in *Management Methods*

Answer Keys

Page 37 (Selection 1): 1 d, 2 c, 3 c, 4 b, 5 c, 6 d, 7 b, 8 a, 9 d, 10 c
Page 41 (Selection 2): 1 d, 2 c, 3 b, 4 b, 5 d, 6 c, 7 c, 8 c, 9 c, 10 d

DID YOU KNOW . . .

Personality Pays: Faults in personality are more important than lack of knowledge as causes of personal failure in business and industry, according to 177 executives questioned by researchers Frederick J. Gaudet and A. Ralph Carli. Most frequently found difficulties were cited as inability to delegate responsibility, inability to analyze and evaluate, inability to judge people, and inability to cooperate.

Westward Ho: Horace Greeley might have been speaking to the job seeker of today when he said, "Go West, young man." The U. S. Department of Labor reports that nonagricultural employment on the Pacific Coast expanded nearly twice as fast as that of America as a whole from 1949 to 1956. During the seven-year period, nonfarm jobs in Washington, Oregon, and California shot up 35 per cent, compared with a national increase of 19 per cent.

Growing Pains: The United States gains one new resident every 11 seconds, estimates *Steel* magazine. The figure is based on Census Bureau charts which show a birth every 7.5 seconds and a death every 20 seconds. In addition, one immigrant enters the country every 1.5 minutes and one emigrant leaves every 20 minutes.

Easy on the Eyes: The National Society for the Prevention of Blindness recommends painting walls and plant equipment soft gray, green, blue, and blue-green in order to lessen employee eyestrain. The society also advises using orange paint to spotlight danger spots on machinery. Other suggestions: red for fire-protection equipment and green for first-aid supplies.

The Advantages of Togetherness: The greatest difference in mortality rates between married and unmarried men occurs between the ages of 25 and 44, when family responsibilities are usually heaviest. But at any age, married men and women have lower death rates than people who are single, widowed, or divorced. The mortality of bachelors is nearly two-thirds greater, the mortality of widowed and divorced men twice as great as that of married men.

SM's Roundup of Recent Research Findings

Is There a Doctor in the House? Medical facilities are provided inside the plant by almost all modern industrial firms. A survey of 406 companies by *Mill & Factory* magazine shows that 94 per cent have in-plant medical stations. Only one in seven have full-time doctors, but half use the services of a visiting physician.

Take a Break: The coffee break seems well on its way to becoming an American institution. A Prentice-Hall survey of personnel managers indicates that over 75 per cent of the responding officials give employees time off for drinking coffee or some other beverage. Half of the others admit that their workers usually take a break, even without official approval.

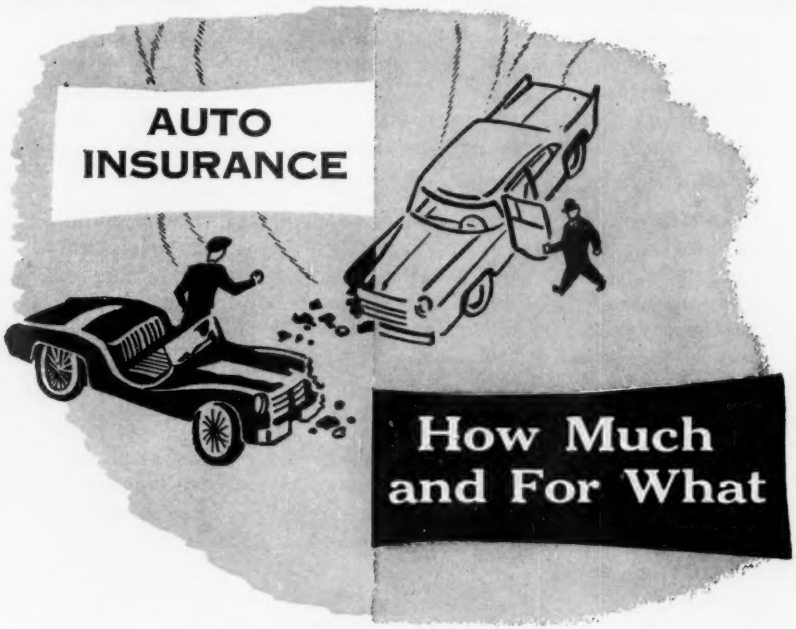
Mail Call: How many letters does the average family receive each day—including advertising and bills? Probably fewer than you think. Several recent surveys indicate that the average home gets less than one piece of mail daily. Middle-income families receive only about three each day, and upper-income units average about six.

Time for Tears: A good old-fashioned cry might help men live longer. Dr. James O. Bond of the Florida State Board of Health says that releasing tensions by crying may be one reason women outlive men. (Another possible explanation: Women acknowledge illness more readily and seek treatment earlier.)

Inside Job: Office thieves are usually highly trusted employees. The Western States Bureau of Investigation reports that the typical office crook steals for about three years before being caught.

Extra Added Attraction: Fringe benefits have increased about three times as much as regular salaries in recent years, says the U. S. Chamber of Commerce. In the steel industry, for example, increases in hourly earnings amounted to 75 per cent between 1947 and 1955. But fringe benefits rose about 240 per cent in the same period.

YOUR *Personal* MANAGEMENT



How Much and For What

By Michael H. Levy
Board Chairman
The Federated Brokerage Group

The policies are expensive—but they may ward off a financial catastrophe.

MY CLIENT LOOKED pretty upset. "Well, Mike," he announced. "It looks like you've done it again."

He pushed a typewritten sheet of paper across my desk. It read:

Bodily-Injury Public Liability ($50/100,000)	$133.40
Property-Damage Public Liability ($10,000)	37.40
Medical-Expense Coverage ($2,000)	11.00
Comprehensive Material Damage (Actual Cost Value)	$32.00
Collision Coverage ($100 *Deductible*)	86.40
Total	$300.20

"I'll tell you one thing," he said. "For seven years I haven't had a single real accident, and my premiums have been climbing like a skyrocket. And when I do get a

banged-up fender or a dented door, what happens? That tricky deductible clause cuts my payment down to almost nothing! Here's what I want to know, Mike—Who is responsible for these rate hikes, and what can I do about them?"

Why rates are up

Who's responsible? The insurance companies? Hardly! As a matter of fact, according to the National Bureau of Casualty Underwriters, in one recent year, financial losses from automobile underwriting—after paying all claims and expenses—came to a startling $90,000,000.

"Who sets the rates?" An unhappy insurance friend of mine once simply pointed out the window at the rushing stream of traffic beneath. "That's who!"

Your automobile-insurance premiums are up because *you* in the aggregate put them there, because . . .

The number of accidents is up. "Stop, look, and listen." "Don't be a statistic." "The life you save may be your own." We are currently in another great year for safety slogans, programs, campaigns, awards . . . and at the same time amassing one of the greatest records for death and destruction in highway history.

The price of accidents is up. If, in 1903, your Stutz Bearcat badly injured a pedestrian, it might cost you up to $3,000. Today, for the same accident, the tab has climbed to $100,000, $150,000, and occasionally even higher.

This $97,000-plus difference has come largely through the efforts of the damage-suit specialist. A lawyer of considerable ability, he has only one job—to get his client as big a judgment as possible. And in recent years he has done just that with spectacular success.

Every year you, serving on a jury, get more and more generous in your judgments. After all, why not let the insurance company pay for it? That idea seems O.K.—except . . .

Except that you pay for it!

Legitimate costs are up. According to the American Medical Association, since 1940 physicians' fees have climbed 40 per cent; medical care and drugs, 43 per cent; hospital rates an astonishing 127 per cent. The cost of automobile repairs has also out-inflationed inflation. A property-damage claim is on the average 172 per cent higher today than 13 years ago. A bumper repair that cost $5 in 1940 is now all the way up to around $20—an increase of 400 per cent!

Unfortunately, this is only the beginning, because . . .

Illegitimate costs are way, way

This article has been adapted from *Your Insurance and How to Profit by It,* © 1955, by Michael H. Levy. Used by permission of Harcourt, Brace and Company, Inc. This is the sixth in a series of articles on buying insurance.

up. A garageman wiped off his hands on a piece of waste and grinned. "Well, considering you're insured, maybe I pitched that bill a little low." He then changed the figure from $25 to $65 . . . and you, all of you, paid for it.

And when you add to this the few, but too many, bribable insurance adjusters, the people who will testify to anything for a price, the army of professional witnesses, and the driver who somehow forgets to report that his nineteen-year-old son now drives the family car—you have a reasonably complete picture of just why automobile rates are where they are.

My client began to squirm. "All right," he admitted. "But isn't there anything I can do about it?"

We both looked at the first item on his bill:

Bodily-injury liability

"That's the one," he said, some of the color coming back into his cheeks. "The big one. Seems to me we can slice that way down."

And his argument seemed to make sense—at least on the surface.

He was a good driver with a nigh-unto-perfect record on the road. Bodily-liability insurance covered accidents caused by his negligence. So far he hadn't shown any negligence and he didn't see why he should show any in the future. Sure, he was perfectly willing to get a few thousand dollars' worth of insurance to comply with his state financial-responsibility law. But $50,000 for an individual injury and $100,000 for mass accident seemed a frivolous luxury.

In essence I told him three things:

First, he might be a good driver $99\frac{9}{10}$ per cent of the time, but, as the magazine articles are always pointing out, it takes only a tiny swerve of the wheel or half a second of wrongly applied accelerator to attain physical or financial annihilation.

Second, you can be soaked for negative as well as positive negligence. Now obviously if you shoot through a red light and hit a pedestrian, you can and will be sued. But what happens if you have a blowout, skid off the road, and into a cozy little group of picnickers? Are you liable if your steering wheel jams, your car refuses to turn, and you smash into a parked school bus? Your lawyer will tell you that the answer in both cases is a resounding "yes," because you are guilty of *not* keeping your car in safe shape—something, as the law books put it, "a reasonable man would do under similar circumstances."

But the thing gets even more terrifying. You can be liable even when you are not in your car. A fellow out West came home after work and parked his car in the driveway. A pretty little neighborhood girl, age six, wandered over

to it, got inside, and somehow or other released the brake. Six seconds later, the automobile hit a telephone pole across the street and the girl was severely injured. Said the court, the man was guilty of *not* garaging or at least locking his car, which had thus become an "attractive nuisance" to the child.

Finally, let's even say you're a 100-per-cent-safe driver who never gets speedy, sleepy, sloppy, or intoxicated and whose car is at all times in perfect working condition. You can still, of course, be slapped with a groundless or even fraudulent suit and spend a fortune *winning* it. And this is precisely what so many motorists forget. The actual judgment is only part of the cost. The court costs, investigation fees, special bonds, and other litigation losses fill in the balance. One of the nice things about automobile insurance is that it takes all of these things out of your hands instead of out of your pocket. Basically, here is what a well-written automobile-liability policy should cover:

1. Payment of judgment: The company will pay, up to your policy limit, any judgment awarded against you.

2. Investigation service: Following the accident, seasoned claims employees will make a prompt, complete investigation at no extra charge.

3. Cost of defense: The company will pay for expert counsel.

4. Extensive first aid: If there is injury to others, the company will pay the cost of medical and surgical first-aid treatment in full.

5. Release of attachment, bail, or appeal bonds: If your car or other property is attached, if sudden bail is required, or if a judgment is appealed, the company will foot the bill right up to your policy limits.

If I were in your shoes, I wouldn't cut out or even cut down on my bodily-injury liability coverage. As a matter of fact, what with hard-headed attorneys and soft-hearted juries, even limits of $50,000/$100,000 look a bit skimpy. Of course, there's one silver lining in all this. Liability premiums don't rise anywhere near as fast as liability coverage, and a great fat $100,000/$300,000 policy costs in most areas only about 50 per cent more than a $5,000/$10,000 contract. For a man of any means, $100,000/$300,000 seems just about right, and for the wealthy, I'd raise the ante all the way up to $200,000 on the single injury and half a million on the real four-star catastrophe.

My client looked decidedly unhappy. "I guess all this stuff goes for this next one, too," he said.

Property-damage public liability

"That's right," I answered, trying to keep as cheerful as possible.

And here again, the vast majority of motorists are dangerously unin-

sured. "What's the worst that can happen?" they ask themselves, close their eyes, and conjure up an immense black Cadillac smashed to smithereens. Five thousand dollars, they decide.

Unfortunately they just don't know their own strength or at least the strength of their cars. Over the years here are just a few of the things I've watched plain ordinary automobiles accomplish: demolish a school bus—fortunately empty (cost, $6,000); knock down a telephone pole—dislocating a whole village communication system (cost $4,000); crumble a corner girder of a swank apartment house (cost, $27,000).

Here again, $10,000 is strictly minimum, and for most drivers a $25,000 contract will be well worth the small additional premium. Liability—bodily injury and property damage—is the heart, soul, and center of automobile insurance. Don't slice here unless you want to risk landing in trouble, jail, or the bankruptcy courts.

My client quickly turned to the third item on his bill:

Medical payments

"Well, that one at least I can afford," he said. "So let's move on to—"

"Here," I interrupted, "we can begin cutting."

Liability insurance, as we have seen, covers only injury or damage for which you are deemed legally liable by a court of law. It does not cover liability you assume voluntarily or injuries for which you feel morally obligated to pay. It is in this somewhat shadowy realm that medical-payments coverage takes over.

Let's say you, Cousin Adolph, and Aunt Fanny are in the car. Your front-left tire hits a piece of glass, explodes, and your car shortly thereafter meets a fire hydrant. Cousin Adolph wrenches a shoulder. Aunt Fanny breaks her wrist. Now neither of these trusted relatives will sue you (we hope) even if they could, but it would be nice if you could give them a goodly something to salve their financial as well as surgical wounds—and medical-payments insurance will allow you to do just this.

We are thus dealing with courtesy as opposed to catastrophe coverage. This policy will make you a more gracious automobile host, and your car a friendlier place in which to travel; but it will not protect you from the shattering economic effects of a long, dragged-out lawsuit. Therefore, if the chips are down and you have to make a choice, I'd rather see you add the money to your liability premiums. On the other hand, if you can afford it, medical-payments coverage is a satisfying "extra."

The new extended medical-payments coverage now extends regular medical-payments coverage to pay all reasonable expenses for nec-

essary medical, surgical, ambulance, hospital, professional nursing, and funeral services, for bodily injury, sickness, or disease caused by accident while in or upon, entering or alighting from, or through being struck by any automobile. This covers the named assured in the policy, his spouse, and the relatives of either (while residents in his household). The policy applies not only to private vehicles, but also buses, trailers, and similar vehicles.

Beware of the bear!

All the forms of insurance discussed so far—bodily-injury liability, property-damage liability, and medical payments—cover the people and things you hurt with your car. Two final forms of insurance, comprehensive material damage and collision, involve your car itself. The differences between comprehensive and collision were sketched in a "Talk of the Town" column in *The New Yorker* magazine:

> An automobile owner well covered by insurance recently collided with a bear on a mountain road and filed a claim for damages. An adjuster sent him the following interim report:
>
> "If the animal in control of its locomotion crashes into the car, that is a collision.
>
> "If the animal fell or jumped off a height which resulted in the loss of control of its own movements and landed on the car, that would be a falling object and comprehensive would apply.
>
> "If the animal scratched the car or climbed on or around it, trying to find food, then that would not be considered collision but a comprehensive loss because it partakes of the nature of vandalism. Even though it can hardly be said that animals have sufficient intelligence to commit acts of violence, nevertheless, their acts frequently are akin to what we consider to be acts of vandalism or maliciousness . . ."

"I usually don't meet bears," said my client somewhat gloomily looking at his charge for comprehensive material damage.

"True," I said. "But you do meet little boys who paint car doors, little girls who spill ink on your nice seats, big men who steal tires or whole cars—along with windstorms that rip the top off your convertible, rainstorms and floods that wreck your engine, and hailstorms that break your windows. All of these are covered by comprehensive insurance."

In fact, comprehensive automobile insurance protects your car against almost any catastrophe nature or man can create. Here are most of the coverages:

Fire (including smoke, smudge, or scorch).

Theft (and loss of use through theft—if the car is stolen, the policy will reimburse you up to around $150 for hiring a substitute automobile or taxicab).

Windstorm, earthquake, explosion, flood, riot, falling objects, staining, spotting, vandalism, malicious mischief, transportation losses, rain, sleet, snow, sandstorm, and submersion in water.

With a single glaring excep-

tion, comprehensive material-damage coverage is good, sound, relatively inexpensive economic protection against just about everything that can happen to your automobile except collision. That, of course, is covered by collision coverage—$100 deductible.

"Deductible" collision coverage

Some of my client's former spirit returned. "Eighty-six dollars," he boomed. "And I have to have a really front-page crack-up to collect a dime. Just seems to me I'm not getting my money's worth."

"You're absolutely right," I told him.

"I am?" He was amazed.

Collision insurance was a noble idea when it started. Like every other type of insurance it was designed to protect people against a specific economic risk—this time the lumps, bumps, jars, and crashes that punctuate the life of every automobile.

But from the start the companies found themselves in hot water. First, they were annoyed by thousands of small claims, which in time and paperwork cost almost as much as the big smash-ups. So they set up a $25 deductible to eliminate these "nuisance" payments. The motorists of America promptly met this challenge by having more minor accidents than ever before and by getting their garagemen to hike up the estimates precisely $25. The insurance companies had only one course—to raise the rates and also the deductible, this time to $50. And so the thing spiraled upward into the inflationary heavens. In fact, in the past twenty years, the premiums have climbed about 150 per cent.

Unless you own a brand-new or a very costly automobile of recent vintage, my advice is to forget about collision insurance. If you do buy it, make sure you have a big deductible. Pass up $25, $50—and keep your premiums within reason. Buy for the catastrophe, not the nuisance.

My client's car was serviceable but not very imposing, and it was three years old. I crossed the final item off his bill.

Looking a little happier, he reached for his hat. "Well," he decided. "I guess that cleans up my automobile insurance."

A big "if"

"Sure," I told him. "If you collect."

"If I collect?" His hat was back on the hook and he was back in the chair.

And it is a very large "if"! Every year motorists by the thousands spend hours creating solid and sensible automobile-insurance programs and then lose part or even all of their benefits in the first few dazzling minutes following the accident. Here are just a few of the ways you can do it:

By waiting a month before reporting the accident to your insurance company.

By generously admitting "it's all my fault"—and thus in essence throwing away your liability coverage.

By forgetting to look in the back seat of the car you hit—and two weeks later getting sued for $20,000 in damages by someone you never saw.

Don't wait until the horns are tooting, the crowds are gathering, the charges and countercharges are flying, and the street-corner barristers are telling you "just what to do." Right now, in the relative calm of the next three minutes, read and remember these tips for making the promises of your automobile insurance come true:

1. Admit nothing. As soon as you say "it's my fault," you are voluntarily assuming liability and, according to the law, taking it out of the hands of the insurance company. "My insurance company will take care of it" legally means "My insurance company no longer has to take care of it."

2. If people have been injured, make sure they receive prompt medical attention. Note the name of the doctor attending and the hospital involved.

3. Get complete information about the other car—its make, model, and year. About the other driver—his name, address, and driver's registration number. About the owner—name, address, and license number.

4. Take down the names and addresses of *all* the occupants of the other car. Try (yes—try) to get a clear statement from each on the extent or absence of injury.

5. Note as fully as possible the damage to your car and to the other car.

6. Secure names, addresses, and telephone numbers of as many witnesses as possible. If a police officer is present, note his name, badge number, and precinct location.

7. Write down the location of the accident—noting on which side of the street you were driving, and in which direction, whether or not you blew your horn, whether or not your lights were on.

8. Include when the accident happened—day, date, and hour—the weather and the condition of the street on which all this took place.

9. Report all this information to your insurance company and to your state motor-vehicle bureau *within 48 hours.* Failure to report to your state motor-vehicle bureau probably is a misdemeanor and a ground for suspension of both your driving license and your auto registration. (This applies to most states having a financial-responsibility law.)

So here's just where you stand on the five tricky coverages that add up to automobile insurance:

Bodily-injury liability: Protection against bankruptcy. Buy it in big chunks of $50,000 and up.

Property-damage liability: Protection against catastrophe. Ten

thousand dollars is strictly minimum.

Medical payments: A courtesy coverage. You probably don't need it.

Comprehensive material damage: All-around economic protection against almost anything that can happen to your car. A good buy.

Collision insurance: Too expensive—unless your automobile is particularly big, beautiful, or new.

And to turn any or all of these into money when you need it—keep your wits about you and a record of what's going on just after disaster strikes.

My client finally reached the door. He still didn't like his automobile-insurance bill, but he did understand what he was getting.

Which is the way I hope you feel! ♦

EDITOR'S NOTE: The seventh, and final, article in this series, to be published in next month's issue, will discuss personal-liability insurance.

Taking the Strain out of Lifting

ONE OF THE BEST WAYS of taking the strain out of manual handling is to learn the proper way to lift. Each year more than 250,000 workers injure themselves through poor work methods. Reviewing the following suggestions may help reduce the number of costly time-lost injuries in your plant.

1. Inspect the load first to make sure you can handle it yourself. Decide the best way to grasp it.
2. Get a firm footing close to the object to be lifted; feet should be apart the length of a shoe, for balance.
3. Bend knees and crouch down to the object.
4. Keep the back almost vertical.
5. Get a good grip on the object.
6. Straighten knees slowly, rise, keeping load close to the body and directly over feet.
7. Lift the load waist high and rest it on a support to get a better grip before raising it shoulder high. Bend the knees to give added power for the final lift.
8. Lower load just as you lifted it.
9. Rest frequently when carrying load for a long time. A tired person is more subject to strain, sprain, tripping, and loss of balance.
10. Stop, reduce the load by making more trips, or get help when you feel strain or pull.
11. Grasp sacked material by diagonal corners and swing to one shoulder with a boost from the knee.
12. Take care of muscular aches and pains immediately.

—*Safety Maintenance*

Safety Tips for Superhighways

EVEN IF YOU'RE a daily user of superhighways you'll need much better driving skills than you use in commuting to avoid trouble on a long trip.

Here are some practical tips:

Some drivers tend to go slowly as they enter highways that have acceleration lanes. But superhighways should always be entered at the approximate speed of through traffic.

Vary your speed every 15 or 20 minutes, to combat highway hypnosis.

Glance often into your rear-view mirror.

To avoid rear-end collisions, keep one car length or more behind the car in front of you *for each 10 miles of speed.* At 60 miles an hour, that's six car lengths.

Keep your car well ventilated; fresh air will perk you up, and will get rid of carbon monoxide.

Smoking, playing the radio, singing, or whistling may keep you alert.

Stop driving and pull off the road regularly—not just when you're tired.

Never pass a car traveling at or above the posted speed level.

At night, keep your speed at least 10 miles below your daytime pace. Or, better still, drive so you can stop within the distance clearly lighted by your headlights.

On superhighways with wide center strips, it's *not* a good idea to dim your headlights at the approach of oncoming cars. You need all the light you can get, and the vegetation or deflectors on the center strip will provide enough protection from headlight glare.

Avoid using bright lights within your car. They hamper vision and distract attention.

If you're forced to go off the road because of car trouble, go all the way off—on the right side if possible. Don't make the mistake of walking onto the highway to flag down help, or of trudging back to a service station. Superhighway patrolmen and emergency crews recognize a raised hood or a handkerchief tied to a radio antenna or door handle as a signal for help. Don't leave the car until aid comes.

At night, if you have a flat tire or some other problem you can handle yourself, put out a flare or trouble light. If you have only a flashlight, have someone retrace your path for at least 100 feet and stand there—off the roadway.

—HUGH SHERWOOD in *Today's Living,* 7/30/57

Digests of the Month

The Right Man in the Right Job

A NEW SYSTEM of job classification devised by the United States Employment Service is expected to help employees on all levels. The job-worker profiling device rates 4,000 different employment categories according to aptitudes, experience, temperament, and basic skills.* Eventually, the Labor Department expects to have similar breakdowns for all 23,500 jobs listed in the *Dictionary of Occupational Titles*.

Hundreds of thousands of newcomers entering the workforce each year will be rated under the new system—either by employers or by USES. In a few years, personnel experts figure, a majority of the country's workers will be classified. As a result, it should be easier for the manager to hire intelligently, and much easier for the worker to move up the employment scale.

The 4,000 jobs analyzed are the most common in business and industry today. A six-category profile is prepared for each, including:

Education—how much is needed to fill the job.

Aptitudes—intelligence, ability to handle numbers, and coordination.

Temperament—requirements for dealing with people performing under stress, taking instructions, directing and controlling.

Interests—prestige, scientific or social attractions.

Physical capacities—ratings on strength, stooping, speaking, hearing, and vision.

Working conditions—inside or outside, temperature and humidity, noise levels, work hazards.

During the 20 years the idea has been in the works, Labor Department experts have been able to group together jobs and skills under a "common profile"—jobs that are highly similar in their requirements, even though they may be in different industries.

For example, suppose you need ten machinists, and it turns out that there just aren't that many fully qualified

*The Bureau of Employment Security job-worker profiling system is based on a new handbook, *Estimates of Worker Trait Requirements*, available from the Superintendent of Documents, Washington 25, D. C., for $2.25.

men available in your area. With a copy of the new handbook, you can find other kinds of skills that come close to supplying what is needed to fill your jobs. And USES itself can help by checking the worker pool to see how many it can turn up with the necessary aptitudes and skills.

Here's how a machinist checks out under the system:

Training: Should have four years of training or experience. Education: Should be in the "middle range." Temperament: Should be flexible enough to change tasks frequently, calm enough to control emotions. Interests: Should be more interested in machines and how-to-do-it than in people and social situations. Physical capacity: Should be medium strong, able to reach, kneel, stoop, etc. Working conditions: Should be able to take noise and vibrations and to face certain hazards.

A look at the handbook may show that your best prospect is someone who at first glance wouldn't seem to fit at all. For instance, a woodworking-machine operator and a shop carpenter are trainable as machinists in a relatively short time. A boiler-shop mechanic also checks out very closely.

In the same way, an insurance company looking for a policy-register clerk can find the skills it needs in a bank's registered-mail clerk, a government fingerprint clerk, or a shipment marker in any kind of plant.

In the past, much of the emphasis in hiring has been on job experience. The new approach also takes into account a worker's personality and his interests.

The plan is also important for other reasons:

With the growing demand for highly skilled employees, the analysis of the worker and the job will help detect those workers who can move into more responsible positions.

Retraining possibilities will show up more clearly. This will become more and more important as factories switch to automation, and the use of machines leads to more specialized jobs.

Fears that the new procedures will pigeonhole a worker for a lifetime are unfounded, the new profiling experts say. When the project is completed, several years from now, the matching of men and jobs still won't be automatic. Employment experts say the job and worker will still be considered individually, but the new system will help bring out the basic characteristics of each and will result in closer matching of job requirements and abilities.

• BUSINESS WEEK.
June 29, 1957, p. 144:3.

EDITOR'S NOTE: We are pleased to announce that SUPERVISORY MANAGEMENT has been selected by the H. W. Wilson Company for indexing in its *Business Periodicals Index,* beginning in January, 1958.

The contents of SUPERVISORY MANAGEMENT are also indexed annually, by subject and author, in our December issue.

Six Steps to Leadership

THERE ARE SIX fundamental qualities that characterize leaders in business and industry—qualities rarely found to the fullest degree in any one man. The following list may be useful, however, to anyone who wants to climb higher on the management ladder:

1. *Creative ability.* Business and industry are looking for men who can think. In order to think clearly and constructively, a supervisor must be curious—ask questions—keep an open mind—and listen.

Remember, above all, that your superior expects you to bring him solutions, not problems.

2. *Judgment.* Men who are destined for leadership must be men who can make sound and wise decisions.

Sound thinking goes hand in hand with creative ideas. Brilliance of invention can be disastrous without a counterbalance of common sense. But remember that a negative, fault-finding approach is not a substitute for judgment.

3. *Administrative skill.* The good leader must be able to foresee the needs of his operation—to forecast its requirements in manpower, materials, and time. He must also have the ability to resolve these needs into a practical and understandable program.

This is the unglamorous side of the manager's job. It requires painstaking concern over many little details; it requires concentration and vigilance, and it requires orderliness of mind and method.

4. *Positive attitude.* A manager must be optimistic. He must radiate confidence and enthusiasm. The business world of today and tomorrow wants leaders who can inspire.

The manager's behavior, his facial expressions, even the droop of his shoulders, are all watched by other employees. A discouraged, worried-looking boss can send a wave of uneasiness through his subordinates.

But remember that a positive approach cannot be manufactured or artificial; it must be sincere. And the way to build an honest optimistic approach is through faith in your workers and yourself, based on the knowledge that you are putting forth your best efforts in order to achieve a common goal.

5. *Courage.* Managers must be men who will sometimes take a risk. In nearly every business decision, someone must have the courage to take positive action. A manager must often stick his neck out and decide to do something—now!

It also takes courage to delegate. To give a subordinate the authority to perform a function, to stand aside and let him make a decision—a decison that may turn out to be wrong —takes backbone.

It takes courage to be tough, to say "no" to requests. It takes courage to ask your boss for advice. It takes courage to disagree with a superior. There has been a lot written and even more said about the undesirability of the yes-man. Nevertheless, it takes real bravery for a man to say sometimes, "Boss, in this case I think you're wrong!"

6. *Character.* Managers must be

men of high integrity. Real leaders may have the other five characteristics in greater or lesser degree; on this quality there can be no compromise.

To be a manager a man must have the confidence of his superiors that his actions will always be on the same high plane, on or off the job. This is integrity.

• *John M. Fox.*
ADVANCED MANAGEMENT.
June, 1957, p. 18:4.

Before You Call a Meeting . . .

THE HIGHER A MAN goes in management, the more time he spends in meetings. Sometimes there's a tendency to rely on meetings as a cure-all for managerial problems. Yet many are called on the spur of the moment, and involve very little advance thought. Others, although scheduled ahead of time, lack a basic plan or agenda. Too often, meetings begin something like this:

"A number of important decisions must be made today and I know we're all pressed for time. Let's see now, where's a good place to start? Suppose we tackle this tough one on getting out the new model. . . . Now, I don't know if you're all familiar with the problem here, but . . ."

Then the discussion develops into a series of disorganized comments on unrelated subjects. The success or failure of a meeting depends largely on one basic factor: how well it's planned.

Conference Counselors, a New York City consulting firm, suggests raising these questions whenever a meeting is being considered:

Is a meeting the answer?

A meeting is merely one means of communicating information. Keeping this in mind, sound planners should ask themselves:

"Is a meeting the best method to use in this situation? Would a phone call or a memo be faster—or would it be better to talk to each man individually?"

Instead of being a means, a meeting may become the end in itself, relied upon to solve all the problems fed into it. And sometimes these are individual problems—decisions a manager can make on his own.

Are objectives clearly defined?

Take time out to decide exactly what you're trying to accomplish, and make your objectives as clear and realistic as possible. Without definite goals you'll have trouble evaluating progress—and without a target to shoot at, you may go around in circles. You'll be trying to decide what you're trying to decide.

Are all the facts at hand?

The essential information may be easy to get at in your files, or it may require some special effort. But to take it for granted that somebody will turn up at the right moment with the right information can be disastrous.

Will the right people attend?

A meeting is just a group of people

interacting; but make sure that the right people are there to produce the kind of interaction needed to solve the problem.

Just as hosts plan parties, a supervisor should try to get together a group that can get things done with as little friction as possible.

It is important to consider the private objectives of each member. It's possible for one person to guide the meeting into a discussion of his own private problems. Sometimes without meaning to do so, he can keep the meeting away from the real goal. One way to prevent this is to tell each member beforehand exactly what the meeting is all about and what he is expected to contribute to its success.

How much group participation should there be?

There is no one good or bad style for conducting a meeting. Plan the style to fit the need.

In the past, meetings have often been one sided. Planners today sometimes lean too heavily in the opposite direction. They seem determined to get as much participation as possible, regardless of the subject, the objective, or the quality of the contributions.

If you simply want to transmit some easily understood orders, getting full participation may be a waste of time. But if the objective is to develop new concern about meeting production quotas, there is a real need for maximum participation.

Have you provided a flexible plan of action?

Planning should not end when the meeting begins.

Some supervisors prepare excellent agendas beforehand but become victims of their own schedules by sticking grimly to the agenda, even though the situation is changing. Nobody should feel obliged to create a foolproof outline when situations change by the minute.

Invite members at the start of a meeting to suggest improvements, and it will be easier to bring your original planning up to date.

Planning alone does not guarantee good meetings. The interest and skill of all the members is just as important. But neither of these necessities can operate independently of the other. Only the combination of thoughtful planning and intelligent discussion can produce consistently successful meetings.

• *Hugh A. Gyllenhaal.*
NATION'S BUSINESS.
June, 1957, p. 100:5.

THE WAY TO MEET EMERGENCIES is to do each daily task the best we can; to act as though the eye of opportunity were always upon us. In the hundred-yard race the winner often wins by inches. So we find it in ordinary life. The big things that come our way are seldom the result of long thought or planning, but are the fruit of seed planted in the daily routine of our work.

—WILLIAM FEATHER

Falls Aren't Funny

EVEN THOUGH FALLS are often used as the basis for comic situations in plays and movies, the sad fact remains that falls aren't funny. Falls account for more accidental deaths and injuries than any other cause, except traffic accidents. In the United States, 70 people die every day as the result of injuries received in falls.

Industry has done an effective job of persuading, inspiring, and educating the employee to work more safely year by year. Now management has come to the startling realization that injuries *off* the job are draining off needed and skilled manpower. The resulting hitches in otherwise well-planned work schedules cost untold millions of dollars each year.

A few years ago the Greater Cincinnati Safety Council and the Hospital Care Corporation jointly conducted an extensive survey of personal nonfatal injury cases at ten cooperating hospitals. Their study revealed that of 15,730 accident cases treated, 8,750, or 54.5 per cent, resulted from accidents in the home.

Almost two thirds of the home accidents occurred inside the house. The remainder were in the yard, garden, sidewalk, and driveway.

Thirty-five per cent of the home injuries resulted from falls. Tumbles from roofs, ladders, porches, and other high levels were frequent. The predominant causes were slipping, stumbling, and overbalancing.

Falls on steps, and in bedroom, bathroom, and basement were about evenly divided between males and females. But men had more falls in the kitchen.

Stairways are one of the most commonly used areas in the home—and one of the most dangerous unless proper safeguards are taken. Eleven out of every 100 deaths in the home occur going up and down stairs. What can you do to prevent falls on stairs? Here are some pointers:

Stairways should be well lit, with switches at both ends of the stairs.

Don't use stairways as closets. Keep them clear of brooms, sweepers, clothing, books, and papers.

Have a good solid handrail—and use it.

Scatter rugs at top or foot of stairs are welcome mats to accidents. If you feel they must be used, make sure they're firmly anchored.

Check regularly for loose treads, worn carpets, or highly polished wood surfaces.

The bedroom accounts for nearly 25 per cent of the accidental deaths occurring in the home. To prevent falls in the bedroom:

Keep drawers closed. Open drawers are a bumping and tripping hazard.

Arrange furniture so that there is a clear path from door to bed, with light switches at both places. A proper lighting arrangement should prevent tripping over and bumping into things while groping around in the dark.

Proper precautions can also eliminate bathroom falls:

Nonskid bathmats both inside and outside the tub should be provided for sure footing.

Soap on the bottom of the tub or floor is dangerous. Keep the soap in the soap dish.

Grab rails or handles should be installed whenever possible.

To prevent falls from ladders:

Check your ladder for broken or loose parts before use.

Place all types of ladders so that the feet rest firmly.

When leaning a straight ladder against a wall, make sure that it rests away from the wall at a distance approximately one quarter of the height of the ladder.

Be sure the top is square and secure.

Always climb a ladder slowly and steadily. Any shifting movement or sway is a sign that it is placed improperly.

Open stepladders fully, so that the side braces latch.

Remember, safety begins at home.

• *Lee Mills.*
SAFETY MAINTENANCE.
July, 1957, p. 21:3.

Delegation: Who Can Handle the Job?

TO FIND OUT if a man is able to handle a job you want to delegate to him, give him a crack at it.

This direct approach is not without risk, but the risk can be minimized if the first delegations are brief and self-containing.

Men have built successful careers on the art of delegating. But this art isn't all intuitive. Here are six tips that should guide you in finding the right man to delegate to:

1. Find the man with unused abilities. Bosses often tend to judge their people by the efforts they put into routine jobs—even though such jobs contain no real challenge. Experience shows that most employees are capable of much more than an average job.

In an assembly plant, a third of the supervisors were encouraged to delegate inspection, supply, and relief scheduling to their workers. The delegating was done on an almost random basis; but in almost every case it was successful.

Workers *will* accept extra responsibilities, particularly if the tasks are interesting and can be fitted into slack periods when they won't cause pressure on regular jobs.

2. Delegate to a wide range of people, not just a selected few. Every company has all sorts of small problems that need solving: smoking regulations, work clothing, office-layout improvement, holiday-shift scheduling, salvage. Such problems are a natural means of testing a man's ability to handle responsibility—and of building his confidence.

Recently a machine plant received an urgent government order. It required quick conversion of a large section of the plant. But the methods men were tied up on another important job. So the government assignment was given to first-line supervisors and some of the workers. The conversion proceeded so smoothly that it resulted in promotion for some of the men who had handled it.

3. Find the "dark horse"—the not-

so-obviously-qualified person. Your natural inclination may be to delegate to the most handy employee, or the man trained to do the job, or the one who has handled it before. This may be the easiest course, but it is not always the wisest in the long run for these reasons: (a) It overloads the willing worker. (b) It may generate jealousy and opposition to the favorites. (c) It may create one or more overconfident "crown princes."

Even more important, when you rely only on the best-prepared few, you fail to develop the team in depth.

It may be more time consuming to delegate to the less obvious candidate for the task. But the benefit comes as he masters the new job and becomes more useful in training others. Actual cases show that the team's over-all productivity generally rises when the dark horse is given a chance to prove himself.

4. Find the man with a weakness. You can help a worker overcome a weakness with heart-to-heart talks, with lectures, even with threats. But you can do an infinitely better job by delegating to his weakness.

A competent technician whose reports to his superiors were almost unreadable was asked to help write safety regulations and instruction sheets. Working under an understanding editor, he soon learned to express himself clearly.

If you are giving a man a job to develop a skill, tell him so tactfully. If, however, your purpose is to overcome a personality weakness, don't tell him your purpose. Clinical psychologists agree that it may be dangerous to tell a person of his flaws and urge him to overcome them. Ideally, the worker should discover his own weakness and generate his own desire for improvement.

5. Delegate to the problem employee. For instance: A veteran sales clerk who had become lax on rules was asked to train new girls, with emphasis on company regulations. She *had* to become a good example.

Three young pranksters working together in a folding-box plant were assigned to check rejects—each on a different day. The rotating delegation added zest to the task; spoilage and pranks were reduced considerably.

Turnover of ambitious workers has been curbed by delegating duties that enlarge their jobs and use more of their abilities.

* *Donald A. Laird.*
MANAGEMENT METHODS.
July, 1957, p. 52:3.

A DESIRE FOR BIGNESS has hurt many folks. Putting oneself in the limelight at the expense of others is a wrong idea of greatness. The secret of greatness rather than bigness is to acclimate oneself to one's place of service and be true to one's own convictions. A life of this kind of service will forever remain the measure of one's true greatness.

—RICHARD W. SHELLEY, JR.

Seven Ways to Provide Nonfinancial Incentives

IF THE MAN ON THE STREET were asked why he works, he would probably reply, "To earn a living for my family." There seems to be little question that the most sensitive nerve in a man's body is the one that runs to his hip pocket. It is questionable, however, that money outweighs all other elements as a work incentive.

After inheriting a fortune, a young accountant in Washington, D. C., resigned his position and spent several months taking it easy. Eight months later he asked for his old job back because he "wanted to be someone again." The accountant's response touches on one of man's greatest motivators: ego satisfaction. Everyone wants to feel worth while. And most men satisfy this need by finding a job in which they can demonstrate their talents and acquire prestige.

In a study by Wyatt, Langdon, and Stock, 325 workers ranked ten factors in order of importance. Steady work was in first place, followed by comfortable working conditions, good working companions, good supervision, chances for advancement, good pay, opportunities to use own ideas, opportunities to learn the job, good hours, and easy work. Good pay was only sixth and easy work, last. This and other studies indicate that wages are often the issue of employee disputes simply because they are tangible; they can be pinned down.

A young man recently described his experience in a firm where he received a good salary, was given considerable freedom, and worked in his own field of interest. After a year on the job, however, he realized that something was wrong; he lacked incentive. His recommendations were usually approved, but he was never commended for his work, told how he might improve his performance, or advised of opportunities for the future.

At first the young man thought he was oversensitive, but he later learned that other people in the company felt as he did. He then became aware that salary can be secondary when it comes to finding real work motivation.

It is important for supervisors and managers to consider specific ways to provide better incentives for their men.

Financial incentives may include: fair rates of pay, sound promotion policies, and bonuses. But if a reasonable wage is already being paid, additional financial gains may have less incentive value than other considerations.

Here are some suggestions for providing nonfinancial incentives:

1. Schedule a weekly staff conference. The staff should be encouraged to report on work problems encountered the preceding week; and the supervisor should comment on any new developments that may be in store for the coming week. The meeting is also a good occasion for handing out well-deserved compliments.

2. Make certain that employees have enough work to keep them occupied. One important reason for low

morale may be that employees don't have enough work to do. In a recent University of Illinois survey of 2,700 people who had resigned from their jobs, 9 per cent said they had not had enough work to do.

3. Try to hold periodic talks in private with each employee. Such talks can be of great value, for they establish a personal relationship with the employee that indicates the company's interest in him as an individual.

4. Recognize employees who are doing a superior job—perhaps by granting them certain privileges. For example, the supervisor might ask outstanding employees to carry out special responsibilities. As Scott, Clothier, and Spriegel point out in their book, *Personnel Management*, if there is anything employees do not want, it is to be treated like everyone else.

5. As nearly as possible, place the right man in the right job. The supervisor should be particularly vigilant in seeing that new employees find jobs best suited to their interests and abilities. In the recent study of turnover conducted by the Business Management Service, 21 per cent of the people contacted (who had recently quit their jobs), said they felt they had been assigned to the wrong jobs.

6. Don't overlook a good suggestion plan. Motivation is stimulated when employees realize that their ideas and recommendations have value in the eyes of management.

7. Encourage competition. In companies where production is measured in terms of processed units, individual or departmental standings can be posted on bulletin boards. A friendly spirit of competition can motivate employees to higher levels of production than they might otherwise achieve.

The most important source of incentive, of course, is effective supervision. Since approximately one third of all employee turnover can be attributed to poor leadership, the quality of the supervision plays a most important role, not only in reducing employee dissatisfaction, but also in motivating workers toward higher production goals. And in a normal economy, when employees receive reasonable wages and enjoy moderate security, the strongest work incentives appear to be the nonfinancial ones.

• *Robert L. Peterson.*
INFORMATION BULLETIN.
Medical Administration Service,
Veterans Administration.

IF THERE IS RIGHTEOUSNESS in the heart there will be beauty in the character. If there be beauty in the character, there will be harmony in the home. If there is harmony in the home, there will be order in the nation. When there is order in the nation, there will be peace in the world.

—*Chinese proverb*

Keys to Better Plantkeeping

FROM PLANT GATE to shipping platform, industrial housekeeping is a major problem. It affects safety, morale, and the conservation of space, time, material, and effort. It also reflects work efficiency.

Good industrial housekeeping can be defined as a safe and orderly condition produced by engineered and routine housekeeping. Engineered housekeeping consists of two elements: the planned movement of material and disposal of wastes, and the proper installation and maintenance of equipment and tools. Routine housekeeping consists of continuous, cooperative effort on the part of individual employees and janitors to maintain clean, efficient operations.

Good housekeeping in most plants begins with adequate facilities for receiving and storing incoming raw stocks. One of the most important keys is the planned flow of material to reduce congestion, unnecessary rehandling, breakage, and spilling.

The more closely material flow is controlled, the easier it is to keep a plant clean. But there is little point in stressing "clean-up and pick-up" unless there is a place to put the picked-up material.

The basic answer may lie in providing better storage facilities. Housekeeping must be engineered to keep materials from piling up and producing blocks which, in turn, create poor housekeeping conditions.

The disposal of regularly produced waste and scrap should be planned as carefully as the handling of stock in process. Whenever possible, waste should be dropped directly into containers for disposal. Otherwise, a frequent clean-up should be arranged.

The location of machinery is another important key to good housekeeping. A machine that produces a lot of waste should be placed on an upper floor so that scrap can be dropped into a bin on the floor below. Or perhaps scrap-producing machinery can be installed near an outside wall so that scrap can be disposed of outside the building.

Another major cause of poor housekeeping is faulty maintenance of equipment, which results in inefficient handling, leakage, breakage, and spillage. An example is a defective wheelbarrow used in handling loose material. Because the wheelbarrow is battered, the material spills or leaks. Leaking containers and pipes, broken-down bins, defective trucks, broken skids, and battered tote boxes also produce poor housekeeping conditions.

There are many ways to improve routine housekeeping. Supervisors should be responsible for their departments, and each employee should be held accountable for the neatness of his machine, bench, or floor area. Particular attention should be paid to floors, since slippery floors may cause serious falls.

Large quantities of valuable waste, scrap, and unused or obsolete equipment often accumulate—even in a well-kept plant. If possible, a salvage or reclamation department should be established on a sound, day-to-day basis for collecting, grading, and sorting

such materials. This not only improves housekeeping, but also returns substantial salvage profits.

Here are some other suggestions for better plant housekeeping:

There should be a well-defined system of traffic regulations, and definite practices for loading and dumping industrial hand and power trucks, skids, racks, or pallets. All vehicles should be parked, maintained, and operated according to definite plans.

Windows and lighting fixtures should be cleaned regularly to insure maximum use of available light.

Provide adequate ventilation of workrooms to remove bacteria, odors, dust, fumes, vapors, and gases. This will not only help eliminate poor housekeeping conditions, but will also improve the comfort, health, and efficiency of workers.

Machines, conveyors, spray booths, tables, pails, trays, cookers, washers, and mixers should be cleaned and inspected periodically.

• *Robert Clair.*
NATIONAL SAFETY NEWS.
April, 1957, p. 26:5.

Not Enough Indians in the Office?

TOO MANY UNPREPARED CHIEFS—not enough Indians.

In 1900 there were two clerks on the payroll for every 60 workers in the factory. By 1935, the ratio was 2 to 20; by 1950, 2 to 5. By 1975, white-collar workers may outnumber the blue collars about 37 to 33. Even if this prediction holds, there still will not be enough Indians in the office to fight the ever-mounting load of paperwork unless something is done by the Chiefs so that fewer Indians are needed.

The time it takes to handle all this paperwork can send costs shooting up. One way of cutting these costs might be to re-examine the workload.

Why not start someone checking your files and records to see what can be thrown away? And why not start checking material being filed, to see how much can go into the wastebasket now instead of later?

About 50 per cent of all office operations consists of checking someone else's work, and experience has shown that in much of the work checked, complete accuracy is not really essential. In other words, a good close estimate would do just as well in many cases, and probably could be obtained in much less time at less expense.

Experts agree that in the average office about 10 per cent of the clerical effort is wasted on jobs that should not be performed at all. Another 20 per cent is dissipated on jobs that could be performed by an easier, faster, and less expensive method. The remaining 70 per cent is being handled at perhaps only 60 to 70 per cent of peak efficiency.

Some analyses, in fact, say that people engaged in clerical work are not more than 50 per cent productive. They could produce half again as much if they were shown how and

they probably would be happier in their jobs.

You can't lay this waste in the laps of the employees and forget or ignore it. Somone else established the jobs for them and it is difficult for workers to increase the scope of their jobs unless they are encouraged to do so.

Work simplification, proper work flow, methods, and procedures are valuable, of course. But all of them put together are only a drop in the bucket for cutting costs, compared to what could be accomplished by developing the hidden talents and desires of the individual employee.

Chiefs sometimes seem to have overlooked, or forgotten, the fact that each Indian has a talent far beyond the capacity of any machine or piece of paper—the ability to think and reason. The potential gains from recognizing and developing this talent are greater than any other asset will yield.

When this talent is developed, you will have working records instead of filled-in forms, less double checking of nonessentials, more jobs completed, more direct action and less red tape, and employee cooperation instead of employee compliance.

• *W. D. Griffith.*
THE OFFICE.
Vol. 45, no. 4, p. 13:5.

The Use and Misuse of Tranquilizers

IT WAS ONLY in 1953 that hospitals and mental-hygiene clinics began their intensive studies on the new peace-of-mind drugs. Since then these drugs, chlorpromazine and reserpine, and their younger cousins, such as meprobamate, with such trade names as Equanil and Miltown, have burst on the welcoming public with spiraling popularity. An indication of this popularity was revealed to a New York conference last October when it was announced that 30 billion tablets of just one tranquilizer had been sold to the public up to that time last year.

What a blissful life it would be, to swallow a no-worry drug and have all your troubles ended! Unfortunately, what many of our troubles need is some good, concentrated, productive attention. They need curing, not ignoring. While the medicines themselves are an almost-miraculous blessing to many people under the direction of a physician, they have their dangers.

First, of course, you should take a tranquilizer only under the direction and prescription of your physician. Answer a polite but firm "no" to the well-meaning neighbor who offers "Here's half a dozen of my pills to see you through your mother-in-law's visit."

It's the law of many states that these drugs can be sold only upon a prescription that cannot be refilled. Your druggist must have permission from your doctor before you can start on a second round. This protects you by giving your doctor a chance to check the effect. He'll be interested in your emotional state. A few unfortunate people have become so depressed that they attempted suicide

after taking a tranquilizing drug. The opposite effect—increased excitement—is also possible in some cases.

He'll also be interested in your blood count. In several patients the white blood count has fallen dangerously after they took a tranquilizing drug.

One of the boons of these drugs is that, in general, they may quiet overactive personalities and reduce anxiety without causing sleepiness. Prior to the discovery of the tranquilizers, most quieting drugs such as phenobarbital handicapped the users by causing drowsiness, dullness, and lower mental capacity. But the new quieting drugs can also cause drowsiness in some people. Consequently, you shouldn't drive a car for a few days after starting to take a tranquilizer, at least until you can measure your ability to adjust to it.

Another result of taking tranquilizers is that you may find yourself gaining weight. Unless you're thin, you naturally don't want to add unnecessary poundage.

Taking chlorpromazine can sometimes cause jaundice. The probable cause is a swelling in the bile ducts, which seems to be a temporary and reversible condition. The jaundice clears up when the medicine is no longer taken. Often the patient can take the medicine later without having the jaundice return.

Some drugs work together, some work against each other. Peace-of-mind drugs often intensify the effect of other sedatives like narcotics and barbiturates. With tranquilizers, as with all drugs, it's a sound idea to tell your doctor, "I'm already taking such-and-such. Shall I stop it when I start this new medicine?" This will block the danger either of one drug's making the other useless, or of your having a combined effect out of all healthful proportion.

In a hospital or clinic, professional people keep a record of the effect of medicines. You might well write down the effect upon you of the new tranquilizers or any other medicine the doctor prescribes. It's quick and easy to keep a brief record.

The new drugs don't seem to be habit forming, but the few years they have been in popular use is much too brief a time for full evaluation. So a final warning, true for all medicines, is not to pressure your doctor for any specific kind of drug. In spite of repeated warnings that antibiotics don't affect the common cold, people still ask their doctors to give them antibiotics that won't help and might do harm. Doctors are also under pressure from many misguided people for tranquilizer prescriptions. If you don't need a medicine you're better off without it, and only a physician can determine your need.

• *Ruth Boyer Scott.*
TODAY'S HEALTH.
July, 1957, p. 23:2.

ALL SPEECH, written or spoken, is a dead language, until it finds a willing and prepared hearer.

—ROBERT LOUIS STEVENSON

Are Your Letters Up to Date?

THE BUSINESS LETTERS of yesterday were written in phrases of overstuffed courtesy and polite evasions: A letter was never a letter but "an esteemed favor"; a man was not told something but was "kindly advised"; a writer never stopped without adding "I beg to remain."

Today, business style is much brisker and more concise. It has the virtues of simplicity, clean line, and a functional approach, in much the same way that modern design has these virtues. Like modern design, too, it may run the risk of too much simplification; but on the whole it is better suited to the temper of our times. Short sentences, short paragraphs, simple words, and direct expressions —all these are trademarks of modern style. Simplicity and clarity shouldn't be confined to business letters, however; they're equally important in all forms of written communication.

The average letter contains three basic parts: an opening, a closing, and a body. Let's take them up one by one.

The opening: The main thing to avoid is a stilted, "automatic" opening—the kind that doesn't say a thing or is worn out because of overuse. Remember that the beginning is one of the strongest positions in the letter. Here are some suggestions:

1. Get to the point as soon as possible.

2. State some action you have taken: *This morning we telegraphed you . . .* or *You will receive a full report within two weeks . . .*

3. Use a statement of approval: *It is a pleasure to give you the information you asked for in . . .* or *Thank you for the information you sent . . .*

Just as important as what to do is what not to do. Experience has shown that, in general, it is wise to avoid:

1. Opening with a participle: "Referring to your memorandum of October 5 . . ." or "Concerning the matter about which you wrote . . ."

2. Opening with a mere acknowledgment: "Your letter of October 5 has been received . . ." or "We acknowledge receipt of . . ."

3. Reviewing the contents of a previous letter: "Your letter of October 5 in which you state that . . ."

The closing: The final sentences should be as original and varied as the opening ones. Don't fall into the habit of using automatic closings.

Here are a few examples of successful closing techniques:

1. A statement of fact: *Your application will be mailed as soon as we receive your request . . .*

2. A question: *What is your opinion of this plan?*

3. An expression of good will: *Let us know if we can help you in the future . . .*

4. A request for action: *Please fill out the enclosed form and return it as soon as possible . . .*

Try to avoid:

1. Closing with a participle: "Hoping this will be satisfactory . . ." or "Trusting we may hear from you at your earliest convenience . . ."

2. Closing with a vague statement: "Your assistance in the future should be of interest to everyone concerned."

The body: The body of the letter must be clear. Clarity is one of those

simple virtues achieved only with great trouble. Nevertheless, there are certain techniques for building it into your letters:

1. Use simple words, short sentences, short paragraphs.

A good rule is: one main idea to a paragraph. If the idea is going to take a long time to develop, put your developing material (reasons, examples, illustrations) into individual paragraphs.

2. Organize your material.

The simplest organization may be chronological: Start with a given event and move forward in time without any backtracking. Reports are often organized logically: They start with a recommendation, followed by reasons for its adoption. Business letters can often be organized around the familiar questions—what? why? where? when? how?—roughly in that order.

Organization applies equally to paragraphs. The simplest kind uses a topic sentence at the start, followed by others supporting the initial statement. Here's a good example of simplifying what could be a complicated set of instructions:

"When you return the heater, pack it in the box it was in when you bought it, and enclose a $1.00 bill in the box. The $1.00 is all you'll have to pay, no matter what is wrong. It covers just the cost of packing the heater and sending it back to you. We pay for the workman's time and for any new parts that have to be put in."

3. Use connecting words wisely.

Connectives may be used to show: an additional idea (*and, also, furthermore*); a contrasting idea or exception (*but, however*); an overriding idea (*nevertheless, still*); a time relationship (*before, following, along with*); or a reason or motive (*in order to, because of, concerning*).

The choice of connectives is doubly important, since they're used so often. We can't do without them, but we can keep them simple.

Good style is more than just being modern. It comes closer to being honest—writing to express, not to impress. No amount of modern technique will make up for a false attitude or an insincere approach.

• *David C. Greenwood.*
THE OFFICE.
June, 1957, p. 69: 7.

"To Act on What You Learn"

THIS MESSAGE is attached to the letterhead of communications sent by the Allied Stores Corporation to its managing directors:

TO LOOK is one thing.
TO SEE what you look at is another.
TO UNDERSTAND what you see is a third.
TO LEARN from what you understand is still something else.
But TO ACT on what you learn is all that really matters.

Talking Is Part of Your Job

THE ROLE OF THE FOREMAN and supervisor in American industry has changed in recent years:

—from timekeeping to leading

—from demanding performance to inspiring results

—from decision relaying to decision making.

The foreman is now a vital part of the management team, and his prime responsibility is to get things done through other people.

Good modern-day supervision doesn't call for driving people; an efficient manager should be the kind of leader who can do his job with the confidence and wholehearted support of his subordinates.

Many surveys have revealed that the employee wants from his job two satisfactions more than anything else: the feeling that he is contributing something, and the feeling that he is appreciated. Workers in overwhelming numbers have insisted that recognition is as important to their happiness as the money they receive.

With this idea in mind, supervisors have found that one of the best ways to increase both harmony and production is to establish friendly two-way communication—to be able to talk freely with the workers at any time. There are many ways to do this.

First of all, know your men. Through informal talk at his workplace, learn about the employee's family, his interests, his prejudices, his ambitions. Then, by intelligently using such basic information, establish a relationship that will enable you to consult more freely—and more effectively—on job-related matter.

And don't forget that job changes that will affect the employee should always be discussed with him—*in advance*. This basic principle of human relations, simple though it is, is often violated.

Remember also that "the art of communication is basically the art of conversation, and the art of conversation includes *listening* as well as talking. It is talking *with* people, not *at* them."

Foremen must be able to guide discussions with employees in small groups. Perhaps you want to call together technicians to discuss a production problem, or you're scheduled to meet with key employees to talk over a radical change in the department. During these sessions and many similar ones, it's important to get the active participation of the group.

In order to lead the discussion toward its objective, try to use the techniques of good conference leadership: creating confidence of the group . . . getting naturally quiet people to talk . . . not letting anyone dominate the meeting . . . keeping the discussion on the subject . . . bringing points to a logical and definite conclusion.

One of the most vital jobs of every foreman is to talk—and listen—well. Proper communication will help you to accomplish your goals in an atmosphere of teamwork and cooperation.

• *Charles B. Wade, Jr.*
BULLETIN *of The National Council of Industrial Management Clubs. May-August, 1957.*

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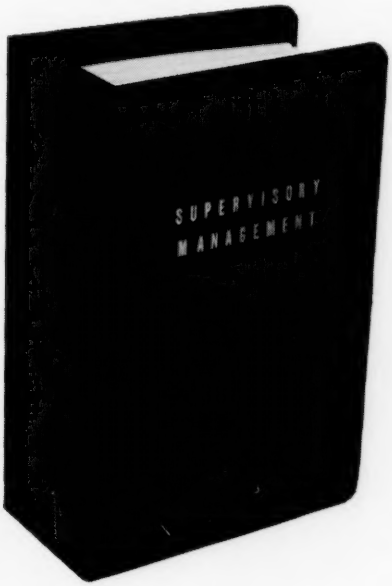

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